

*Silver Valley
Community Review*



September 13-15, 2011

Cover photo by Visiting Team Member Dave Yadon

Silver Valley

Community Review Report

Presented to the citizens
of the Silver Valley

September 13-15, 2011

The Idaho Community Review Program is a collaboration of federal, state, tribal, and local governments along with the private sector. It is coordinated by the Idaho Rural Partnership. For more information call 208-332-8687 or visit www.irp.idaho.gov.



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SPONSORING AGENCIES AND ORGANIZATIONS



University of Idaho



OTHER PARTICIPATING AGENCIES AND ORGANIZATIONS

- Association of Idaho Cities
- Boundary County Economic Development Council
- Clearstory Studios
- City of Coeur d'Alene
- Community Transportation Association of Idaho
- Office of U.S. Senator Mike Crapo
- Federal Highway Administration
- The Housing Company
- Nez Perce Tribe
- U.S. Environmental Protection Agency

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The success of the Silver Valley Community Review is due to the many individuals and organizations that generously shared their time, opinions, and knowledge by serving on the Home Team, participating in meetings during the review, or completing a survey. We, the Visiting Team, are grateful and wish you well as you reflect and act on the observations, recommendations, and resources found in this report.

We especially appreciate the efforts of Marlene Martin, Executive Director of Shoshone County Housing, Vern Hanson, Executive Director of the Silver Valley Economic Development Corporation, and Jeff Colburn, Silver Valley Resort General Manager, and the rest of the Home Team for their efforts to prepare for our visit and to provide support during our time in the Silver Valley. The members of the Home Team are identified by focus area on the following page.

We are also grateful to the following businesses and public facilities that hosted meals, listening sessions, or focus area meetings:

- Silver Valley Kiwanis
- Silver Mountain Resort
- LDS Relief Society
- Living Gardens Nursery
- Alpine Constructors
- Silverwood Good Samaritan Center
- Shoshone Medical Center/Health and Education Building
- Historic Silver Valley Chamber of Commerce
- Historic Wallace Chamber of Commerce
- Kellogg School District
- Wallace School District
- Shirley George
- Janice Berti
- City of Kellogg
- Mountain Valley Care & Rehab

We also appreciate financial support from Panhandle State Bank, Project Uplift, and Shoshone County Housing, Inc. and the contributions from the agencies and organizations identified on the preceding page.

HOME TEAM FOR THE SILVER VALLEY COMMUNITY REVIEW

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PART I BACKGROUND AND OVERVIEW

DESCRIPTION OF THE IDAHO COMMUNITY REVIEW PROGRAM

The Idaho Community Review Program provides observations, recommendations, and potential resources to Idaho communities with populations of 10,000 or less. Rather than focus on a single community, the Silver Valley Community Review was unique because it set out to recognize the uniqueness of the numerous communities in the Silver Valley while exploring opportunities to see them as all being part of one larger, more regional community collectively working toward a shared vision of the future.

Idaho communities participate in the program to better understand how they might effectively approach long-standing and emerging community issues and opportunities. To initiate a review, community leaders begin assembling a “Home Team” and selecting three subject areas that will be the focus of the review. These “focus areas” become the basis for the creation of the “Visiting Team”, a group of 12-18 community and economic development professionals employed by public agencies, non-profit organizations, and private businesses across the state. Appendix A identifies the members of the Visiting Team for the Silver Valley Community Review.

The Visiting Team spends three days in the community learning about issues through tours, meetings, listening sessions, and interviews with community leaders and residents. The review concludes on the evening of the third day with a public presentation of preliminary observations, recommendations, and resources.

The program cannot instantly resolve all issues, but the 22 communities that have participated in the program since 2000 have evaluated it as an invigorating, validating, and unifying experience. Community reviews also provide invaluable networking opportunities, setting the stage for future resource referrals and follow up activities.

Coordinated by the Idaho Rural Partnership (IRP), the Silver Valley Community Review was a collaborative project of IRP member organizations and agencies, Shoshone County Housing, Silver Valley Economic Development Corporation, Silver Mountain, Panhandle State Bank, USDA Rural Development, University of Idaho and U of I Cooperative Extension, and other federal, state, local, nonprofit, and consulting organizations identified in the front of this report.

PRE-REVIEW TRAINING

The IRP Community Review Planning Committee and Home Team representatives began monthly planning meetings for the Silver Valley Community Review in June 2011.

On August 10, 2011, available members of both the Home and Visiting Teams participated in a pre-review training and planning session held in the Shoshone Room at Silver Mountain Resort. At this session, Mike Field (IRP), Jon Barrett (Clearstory Studios), Christine Fisher (USDA Rural Development), and Clif Warren (Community Transportation Association of Idaho) represented the Visiting Team. About one-half of the Home Team was represented. Those participating in the training included:

David Bargmann	Good Samaritan Society – Silverwood Village
Mary Bren	Shoshone Medical Center
Jerry Cobb	Panhandle Health District
Jeff Colburn	Silver Mountain
Mike Dexter	Hecla Mining
Walter Hadley	City of Kellogg
Vern Hanson	Silver Valley Economic Development Corp.
Connie Lister	Idaho Department of Health and Welfare
Tomi Lyle	Living Gardens Nursery
Marlene Martin	Shoshone County Housing
Becky Powers	North Idaho College
Carol Young	U.S. Environmental Protection Agency

The group spent the afternoon talking about the history and purpose of the review program, the three focus areas selected by the community, roles of the Home and Visiting Teams, itinerary, and logistics. The meeting ended by watching an inspiring video about 'Amazing Maisie', a woman in Eskridge, Kansas (population 500) who raised money to construct a community swimming pool by recycling aluminum cans for 30 years. It was ultimately decided to show this video to Silver Valley residents during the community review.

MONETARY VALUE AND COSTS PAID BY SILVER VALLEY COMMUNITIES

The in-kind value of a community review is estimated at \$50,000, and is likely higher in the case of the Silver Valley Community Review. Imagine the cost of hiring 19 professionals in land-use planning, transportation, civil engineering, economic development, arts and cultural resources, communication, grant funding, and other fields of expertise for three 14-hour workdays. Now add in the cost of preparation, travel, follow up, and report production. These costs are generously donated to the community by the participating agencies, organizations, and businesses or are underwritten by private sector donations.

As with other community reviews, the direct costs to the communities and organizations in the Silver Valley were limited to food and transportation for the Visiting and Home Teams during the actual review and any additional staff time spent on planning and preparation. A copy of the community review application submitted by Shoshone County on behalf of the communities in February 2011 is attached as Appendix B.

RECENT COMMUNITY & ECONOMIC DEVELOPMENT EFFORTS

The residents of Silver Valley communities should be proud of their successful efforts to ensure their current and future well being. These efforts consist of capital improvement projects, organizational development efforts, and planning or policy initiatives. This summary is not intended to be exhaustive.

RECENT CAPITAL PROJECTS

To the communities' credit, several capital improvement projects have been completed in the last few years or were underway at the time of the community review. Collectively and individually, these projects are undeniable examples of forward-thinking communities that want to improve. Several notable examples are summarized below:

- Nine Mile Roads (Wallace and Shoshone County)
- Reconstruction of Gray's Bridge (Shoshone County)
- Pinehurst Community Park
- Veteran's Memorial (Kellogg)
- Restoration of Carnegie Library (Wallace)
- Sewer and stormwater project (Smeltonville)
- Remediation of Sather Field (Wallace)
- Wallace City Park
- Fire Mitigation Work (Shoshone County)
- Noxious Weed Control (Shoshone County)
- Construction of new Visitor Center at Old Mission State Park

PLANNING, POLICY, AND ORGANIZATIONAL DEVELOPMENT INITIATIVES

Recent planning, policy, and organizational development initiatives completed or started within the Silver Valley in the last few years include the following:

- Community Wildfire Protection Plan (2011)
- Multi-jurisdictional hazards Mitigation Plan (2011)
- Kellogg Gem Community Team Development Plan (updated 2011)
- Silver Valley Transportation Plan (2010)
- Upper Coeur d'Alene Basin Communities/Drainage Control and Infrastructure Revitalization Plan (2009)
- Shoshone County Forest Health Collaborative (initiated 2009)
- County Emergency Plan (2008)
- Horizons Community Leadership Program sponsored by University of Idaho Cooperative Extension (initiated 2007)

COMMUNITY EXPECTATIONS AND IDENTIFICATION OF FOCUS AREAS

The Silver Valley Community Review was initiated when Shoshone County Housing, with support from the Shoshone County Board of County Commissioners, submitted an application to the Idaho Rural Partnership in February 2011. Prior to submitting the application, community and business leaders in the Silver Valley participated in discussions that lead to the identification of the three focus areas on which the review would concentrate. Professionals were recruited to the Visiting Team based on their expertise in these areas. To help the community make preparations and gain maximum benefit from the review, Shoshone County Housing Executive Director Marlene Martin and Silver Valley Economic Development Corporation Executive Director Vern Hanson attended and participated in the New Meadows Community Review in May 2011. The three locally identified focus areas for the Silver Valley Community Review are described below.



ECONOMIC DEVELOPMENT

Economic development is now a required focus area for every community requesting a community review. The Silver Valley Home Team leaders specifically asked the Visiting Team to provide observations, recommendations, and resources related to the following (in no specific order):

- Evaluating and marketing available real estate
- Locating future industrial development
- Using marketing, community development projects, and other tools to recruit new businesses to the valley and enhance the use of historic and natural assets
- Increase the availability and quality of local jobs
- Explore opportunities to develop a business and/or light industrial park
- Improving broadband connectivity
- Floodplain issues
- The relationship between economic development and infrastructure (e.g. water and wastewater treatment)

HOUSING

During the early to mid-2000's, outside investors began buying property in the Silver Valley, consequently raising land and housing costs in the process. As is the case in most Idaho communities, prices have come down in recent years, but financing for a household earning a typical Silver Valley income has become more difficult to obtain, resulting in increased demand for rental housing and an increase in foreclosures and short sales. Specific housing issues the Visiting Team was asked to look at include the following:

- Aging, substandard, and energy inefficient housing stock
- Housing the Silver Valley workforce can afford – both multi- and single-family
- Senior housing
- Barriers to the construction of needed housing
- Ownership vs. rent
- Housing the homeless
- Impact of Institutional Controls Program (ICP)

COMMUNITY DESIGN AND IDENTITY

All communities have values and qualities that make it unique and distinguishable from other communities. Examples include the natural landscape, history, economy, and recreational pursuits, among others. Successful communities express these qualities through their downtown, streets, neighborhoods, parks, tourist-related activities, events, and public art. It is through these elements residents express to each other and to visitors: *this* is what's important to us; *this* is what we celebrate about living here.

Recommendations and resources to help the Silver Valley integrate these attributes



with tourism and clarifying ideas about branding the Silver Valley as a destination were specific requests of Silver Valley Home Team leaders. Concerns expressed about long-standing community divisions in the valley and histories of loss and environmental degradation led to additional recommendations on the importance of history and stories to strengthening the valley's identity.

A CENTRAL THEME TOUCHING ALL THREE FOCUS AREAS

Before and during the Silver Valley Community Review, the Visiting Team repeatedly heard a plea for help encouraging a greater degree of mutually beneficial cooperation, coordination, and collaboration between communities and community-based organizations in the Silver Valley. Many expressed frustration about the history of rivalry and fighting, the “difficulty of bringing everybody together” and the desire to “knock down the walls between individual cities” (quotes taken from August 10 pre-review training and Silver Valley's Community Review application.) If the Silver Valley Community Review had a fourth focus area, it would cover this subject.

PRE-REVIEW COMMUNITY SURVEY

The community review process typically includes a community survey in the weeks leading up to the review. This survey allowed residents of the Silver Valley to share their ideas, experiences, and perceptions regardless of whether or not they have direct contact with the Visiting Team. The additional information provided by the survey gives the Visiting Team statistically reliable information they can compare to input gathered through public meetings and face-to-face interviews conducted during the review itself.

Silver Valley residents had two opportunities to complete a survey. The first opportunity was coordinated and tabulated by the Social Science Research Unit at the University of Idaho. Blank surveys and a letter explaining the purpose of the survey were sent to

1,000 Shoshone County residents using voter registration lists. Of these, 113 were returned as undeliverable and 267 were completed, resulting in an adjusted response rate of 30.1 percent.

The mailed survey was then converted to an on-line form using www.surveymonkey.com. The invitation to complete this on-line version was distributed via email to valley residents, leaders, and organizations. A total of 169 electronic surveys were completed. Combined, the two survey methods produced a total of 426 completed surveys. It is not known exactly how many people received the invitation to complete the survey on-line, nor is it possible to document whether or not individuals completed both (mailed and on-line) versions of the survey. For this reason, the summary of survey results included in this report focus on the more statistically reliable mailed survey.

The two surveys asked residents identical questions. Home and Visiting Team leaders in collaboration developed the survey questions with the Social Science Research Unit at the University of Idaho. Survey topics included infrastructure, transportation, public safety, employment, housing, and recreation.

SUMMARY OF SURVEY RESULTS

Demographically, just over half (54.6%) of residents who responded to the mailed survey lived in Pinehurst or Kellogg. Another 28.5% of respondents lived in either Wallace or Osburn. Almost two-thirds (60.5%) of respondents were female. Respondents tended to be long time residents, with 37.5% indicating they have lived in the valley for more than 40 years. About one-third (33.3%) of respondents said they commute to another community for work, with 16.3 miles being the average commuting distance.

A complete documentation of survey results for the mailed and on-line versions of the survey are included as Appendices C and D, respectively. Survey results regarding infrastructure and public services, economy and employment, housing, and recreation are summarized as follows.

INFRASTRUCTURE AND PUBLIC SERVICES

Valleywide, the infrastructure and public services receiving the highest satisfaction ratings were city parks, fire departments, libraries, law enforcement, and bicycle and pedestrian access. The areas receiving the lowest satisfaction ratings were the condition of local roads and streets, availability of arts and culture, and quality of K-12 education.

ECONOMY AND EMPLOYMENT

When asked about economic development and employment, survey respondents revealed the highest level of satisfaction with the appearance of public buildings, the number of hotels/motels, and the number of restaurants. The areas with the lowest level of satisfaction were availability of local jobs, the quality of local jobs, and the availability of entertainment opportunities. In addition, 76% of respondents felt mining was “very important” to the local economy, while 55% felt the same way about tourism. Nearly two-thirds of household purchases are made within the Silver Valley, on average, with 37% and 6% percent of purchases being made outside of the valley and over the Internet, respectively.

HOUSING

Most survey respondents (86%) owned their own home. Only one-third of those who do not own their own home are interested in homeownership. Satisfaction with the quality of available housing was fairly low, with 45% indicating they were either highly or somewhat dissatisfied. Similarly, over 46% of respondents said they were either highly or somewhat dissatisfied with the affordability of rent. Opinions about the affordability of homes for purchase were mixed, with about one-third of respondents selecting “neutral” in response to the question.

RECREATION

Survey respondents were asked to identify one or more recreational activities in which they participate. Respondents could indicate all that applied among these options: bike riding, hiking, riding ATV’s, skiing/snowmobiling, and other. All of these activities were popular, with bike riding being selected most frequently, followed close behind by hiking and riding ATV’s. The most frequently indicated activities under the “other” category included fishing, hunting, camping, boating, golfing, and walking. As summarized above under Economy and Employment, Silver Valley residents would also like to see an increase in entertainment options and cultural and arts events.



Photo by Ester Holmes
(www.southlakecda.com). Used with permission.

The survey also included a question that does not neatly fit into one of the categories above. When asked, “How do you prefer to receive information?”, survey respondents expressed a preference for, in this order:

1. television
2. websites
3. radio
4. community organizations
5. churches

At 11%, newspapers were the least preferable way to receive information.

OBSERVATIONS REGARDING ON-LINE SURVEY

Unlike the mailed survey, the results of the on-line version of the survey conducted using www.surveymonkey.com cannot be considered representative of the Silver Valley as a whole, but we can make a few observations. Relative to the mailed survey completed by a random sample of Shoshone County residents, people who completed the on-line survey tended to:

- be more interested in buying a home if they currently rent.
- be more likely to commute to another community for work.
- have an even greater preference for receiving information through on-line (website) sources

COMMUNITY LISTENING SESSIONS

Due to its multi-community, valleywide nature, it was determined during pre-planning that the Silver Valley Community Review would include 13 community listening sessions. This is double the number conducted as part of past reviews. Four Visiting Team members were split into two teams to accomplish the sessions in the time available.

Three to seven people attended each listening session. Identifying stakeholder groups, scheduling the listening sessions, and inviting individual participants was the responsibility of the Home Team, in coordination with the Visiting Team. Stakeholder groups for the listening sessions were as follows:

- Silver Valley Community Review Home Team
- Law enforcement leaders
- Kellogg School District teachers
- Kellogg School District students
- Members of Wallace and Kellogg Chambers of Commerce
- Wallace School District teachers and students
- Senior Citizens (at Wallace Senior Center)

- Elected officials
- Mullan residents
- Mullan School District teachers and students
- Osburn residents
- Smeltonville residents
- Pinehurst residents

Listening session participants were not prompted to talk about any specific subjects, nor were the sessions associated with any of the three focus areas selected for the review. Facilitators simply ensured participants understood the questions, recorded comments, and encouraged everyone in attendance to share thoughts and views on the questions below.

The form distributed to listening participants at the beginning of each listening session described the process this way:

“Please write down your thoughts on the following questions. During the listening session, we will invite you to discuss items you are comfortable sharing in a group setting. Like asking your doctor for a diagnosis, the process works best when we have your honest and frank assessment of your experience and perception; your responses will be treated confidentially and will help inform the overall picture of life in your community. Thanks for helping us paint that picture.”

WHAT DON'T YOU WANT TO SEE IN YOUR COMMUNITY OVER THE COMING 5-10 YEARS?

Listening session participants were clear about what they don't want to see in their communities in coming years. The most often repeated responses to this question fell into the following areas.

LOSS OF JOBS AND/OR INCOME

This concern includes the domino-like related consequences that include people being forced to leave the community, homes going into foreclosure, stores and other businesses closing, poverty, and declining property values and tax base.

CHANGES RESULTING FROM FUTURE GROWTH

Many listening session participants expressed concerns about cultural and other changes that could result from growth and development. The specific consequences of growth mentioned frequently included overpopulation, high end and/or high rise condo-type development that would price local people out of the valley, and related shifts in community values and identity.

UNREASONABLE OR UNFAIR GOVERNMENT REGULATIONS AND POLICIES

Listening session participants did not want to see a future that includes government regulations and policies that impose an unfair burden on property and business owners. This concern applies to all levels of government, but tended to focus more on state and federal as opposed to city and county government. Specific examples include policies and regulations related to the Superfund site (and associated stigma), re-designation of the floodplain, and restricted access to nearby forestlands. There was a concern such regulations and policies could hamper economic development efforts.



Other concerns mentioned frequently in response to this question included:

- Loss of community identity and individuality
- Increase crime and drug abuse
- Lack of coordination and cooperation between communities, businesses, and other community-based organizations.
- Deteriorating infrastructure

WHAT DO YOU WANT TO SEE IN YOUR COMMUNITY OVER THE COMING 5-10 YEARS?

Listening session participants clearly want the future of Silver Valley communities to include the following.

MORE JOBS THAT PAY A WAGE PEOPLE CAN LIVE ON

As with many of the responses to this question, additional living wage jobs will allow young people and others to stay and live in or to return to the Silver Valley if they want. This idea or desire seemed particularly powerful among many listening session participants.

ECONOMIC DIVERSIFICATION

This idea is not to imply ambivalence about mining. On the contrary, it's about maintaining and building this commitment while also increasing resiliency through diversification. It is perceived that accomplishing this goal will help increase job opportunities and create new service and retail businesses which residents must currently leave the Silver Valley to find. The desire for new locally-owned, independent businesses seemed particularly strong among listening session participants.

INCREASED TOURISM AND RECREATIONAL OPPORTUNITIES

Expanding tourism and recreational opportunities strongly resonated with listening session participants. It is in itself a form of economic diversification. Listening session

participants want a future that includes this expansion because it would attract visitors, create job opportunities, and create recreational amenities for local residents to enjoy.

NEW AND REHABILITATED HOUSING AVAILABLE AT A COST RESIDENTS CAN AFFORD

Simply put, listening session participants want to see the development of housing that residents living in the valley can afford to rent or buy. This housing could be new construction, older existing housing updated through rehabilitation, or a combination of the two. Here again, this is another example of a desire to make it possible for young adults to stay in or return to the Silver Valley.

INCREASED OPPORTUNITIES FOR YOUTH

This 'want' covers a range of hopes and desires. They include increased opportunities for employment, healthy development, education, and recreation.

Other often-mentioned things listening session participants would like to see over the coming years include the following:

- A continued strong mining industry benefitted by both advantageous silver prices and community commitment.
- Greater coordination and a "we-are-one-valley" mentality between governmental entities and other public service providers
- Better service provided by businesses
- More opportunities for professional technical education
- Reasonable, fair government regulation and policies that would allow, for example, responsible access to forest resources
- Improved roads and other infrastructure
- Public transportation

WHAT CHALLENGES EXIST THAT COULD CAUSE THE FUTURE YOU DON'T WANT?

Listening session participants expressed specific challenges that, if not addressed, could create the kind of future they don't want. The most frequently repeated responses to this question are summarized below.

INADEQUATE COMMUNICATION

Many listening session participants talked about how difficult it is to find out what's going on in the different communities and organizations within the valley with respect to community events, government leadership, economic development, and other sectors. There was an opinion expressed by some that this lack of information makes it difficult to promote coordination and cooperation.

UNFAIR OR UNREASONABLE GOVERNMENT REGULATION AND POLICIES

This concern also came up strongly in the context of the first question. The challenge is such regulations and policies could stifle investment, job creation, and the development of other desirable assets.

INADEQUATE FUNDING

This challenge was linked to the need to improve infrastructure, but also to the desire to develop recreational and cultural amenities through private investment and community fundraising.

FEAR, COMPETITION, AND SEPARATION BETWEEN COMMUNITIES AND COMMUNITY STAKEHOLDERS

Numerous listening session participants spoke to the challenge of coordinating economic and community development efforts on a larger scale in the context of a strong history of rivalry and competition between communities and organizations. This mentality says if I help you accomplish your goal, you might prevail at my expense. Notably, high school-aged listening session participants seemed less attached to this history (and fear) than older participants.

LACK OF JOBS

This challenge connects directly or indirectly to the other challenges raised in response to this question. If jobs aren't available, residents will be forced to leave the valley, possibly leading to the future listening session participants don't want.

Other challenges mentioned often during listening sessions included:

- Aging population
- Volatile metal prices
- Young people not adequately prepared for today's challenges/lack of positive outlets for kids
- Lack of recreation and entertainment options
- Stigma, fear, and lack of knowledge (e.g. among business and investment interests from outside the valley) associated with the Superfund site

WHAT ASSETS EXIST THAT SUPPORT THE FUTURE YOU DO WANT?

Listening session participants frequently identified the following existing assets that could help create the future they want.

SMALL TOWN CHARACTER AND SENSE OF COMMUNITY

This asset includes the belief and knowledge that the Silver Valley is a good (e.g. healthy) place to raise kids. Residents are generally friendly and there is a sense of trust between people. When needed, help and support in times of crisis will be provided to both individuals and community projects.

OUTDOOR RECREATION AMENITIES AND OPPORTUNITIES

This asset is connected to many things. The two ski areas (Silver Mountain and Lookout Pass) and two regional bike trails (Route of the Hiawatha and Trail of the Coeur d'Alenes) were most frequently mentioned. It also includes the valley's scenic beauty and access to excellent hunting, fishing, and other recreational activities available in nearby forests.

OPPORTUNITIES TO MAKE A DIFFERENCE

Related to small town character and sense of community, this asset was described in two ways by listening session participants. First, the communities of the Silver Valley are still small enough that a few dedicated people or organizations working together can make a measurable positive difference. Secondly, many residents of the valley have the desire and capacity to roll up their sleeves and get involved.

QUALITY OF INFRASTRUCTURE

As revealed by the survey, satisfaction with infrastructure and public services in the Silver Valley is generally good. The school districts and individual schools in the valley is a type of infrastructure mentioned frequently as an asset. Among listening session participants, perceptions and opinions about the quality of education and attention young people receive in the valley are quite positive. This observation contrasts slightly with the survey results, which indicate a perception that there is room for improvement within local K-12 education.

A STRONG, VIBRANT MINING INDUSTRY

The importance of the mining industry to the valley's future was recognized in most if not all listening sessions. It continues to provide a base of employment and public funding needed to accomplish a variety of community and economic development goals.

Other assets identified repeatedly during the listening session included the following:

- Natural resource heritage and scenic beauty
- Existing commercial buildings
- Mix of long-time and newer residents, creating an associated mix of history and creative ideas
- History and culture
- Low crime rate
- Enthusiasm and passion of residents and leaders

SUMMARY OF LISTENING TEAM RECOMMENDATIONS

As noted above, both of our two-person listening teams heard strong support for:

- Good jobs with competitive wages
- Sound infrastructure, including roads and schools
- Strong service and retail businesses that enable residents to spend more of their dollars closer to home.
- People working together for common goals
- More families living in the valley
- Continuing to be a safe, friendly and caring community where young people get a good education
- Reasonable regulations and policies that recognize both legislative requirements and local goals
- Creating job opportunities for young people to stay for or come back to
- High quality of life and good health care for seniors in the valley

Since some of the listening sessions included youth and youth were brought up at every session, we wish to end this summary with additional youth-related observations we recorded. The limited number of youth we spoke with want valley residents to continue to support the schools. They like small class sizes, but don't feel the same sense of rivalry earlier generations had. To them, the whole valley is their home.

They want opportunities for more activities – in and out of school, including a greater variety of school clubs. They recognize the need for drug education, but what good is it if there are too few activities to keep them busy? They would like to have youth centers, but the valley is too big to have just one in a central location. More for kids to do would also attract young families and retain money that is going to recreation facilities in Coeur d'Alene.

Youth would also like to play a meaningful role in community decision-making. A youth council that advises local government is one option. Here are a few of the splendid ideas they shared with us:

- Crime education for youth, not just drug education
- Leadership training
- Community beautification
- Sports fields
- A grant writer for the valley

One way to engage your youth is to enlist their help in creating a social media marketing strategy for the valley. It's a need identified by the Visiting Team as a whole and young people understand how it all works. USDA Rural Development has grant funds that

could be used for such a project. A marketing strategy makes so much sense for the Silver Valley because of the many assets and recreational opportunities you have to work with and show off.

THE MOST IMPORTANT QUESTION

What are you personally willing to sacrifice or contribute to help the Silver Valley achieve its full potential as a thriving and energetic place to live?

In many communities we encounter folks with a long list of desired services or amenities: a cleaner downtown, access to natural resources, parks, environmental integrity, better communication among leadership and the community, and jobs, jobs, jobs. Too often these same individuals are unwilling to participate in achieving these desired goals. We hear “no new taxes,” “no federal funds or red tape,” or “I don’t have time to contribute,” “I’m not working with ‘those people,’” et cetera. Beyond tangible contributions like taxes or sacrifices of time, there are even more critical needs related to getting past personal biases in order to find shared interests among residents.

KEY PARTICIPATING INDIVIDUALS

Locally, substantial credit for the success of the Silver Valley Community Review should go to Home Team leaders Marlene Martin of Shoshone County Housing, Vern Hanson of Silver Valley Economic Development Corporation, and Jeff Colburn of the Silver Mountain Resort. All three of these people played a major role in planning the review from the communities’ perspective, creating the Home Team, and seeing to the needs of the Visiting Team while we were in the Silver Valley.

Additional credit and thanks goes to the following focus area leaders for both the Home and Visiting Teams.

HOME AND VISITING TEAM LEADERS BY FOCUS AREA

<i>Economic Development</i>
Home Team: Tomi Lyle, Living Gardens Nursery
Visiting Team: Michael Sloan, Boundary Economic Development
<i>Community Design and Identity</i>
Home Team: Jeff Colburn, Silver Mountain
Visiting Team: Dave Yadon, City of Coeur d'Alene
<i>Housing</i>
Home Team: Karen Hulmstrom, Century 21 Silver Heritage Realty
Visiting Team: Erik Kingston, Idaho Housing and Finance Association
<i>Listening Sessions</i>
Listening Session Team #1: Lorie Higgins and Soren Newman (intern), U of I
Listening Session Team #2: Mike Field, IRP and Kate Mankoff (intern), U of I
Listening Session Escorts: Shirley George and Janice Berti

The Visiting Team also wishes to thank all members of the Home Team for their time and contributions. These individuals are identified by focus area at the beginning of this report. Finally, this community review would not have been possible without the active participation of many Silver Valley residents and leaders who chose to spend time talking with various Visiting Team members.

The Visiting Team was comprised of 19 community and economic development professionals who were recruited based on their experience and expertise for the three selected focus areas. They came from local, state, regional, tribal, and federal agencies; the University of Idaho; non-profit organizations; and private businesses. The Visiting Team was pleased Ann McCormick-Adams from the Nez Perce Tribe was able to be part of the Visiting Team. Ann is working on a community review for the Nez Perce Tribe in the summer of 2012. Contact and biographical information for all Visiting Team members are included with this report as Appendix A.

The following individuals worked with the Home and Visiting Teams to coordinate preview planning and creation of the Visiting Team in the months and weeks leading up to the review. The committee is grateful to the Association of Idaho Cities for providing meeting space and teleconference services.

VISITING TEAM AD-HOC PLANNING COMMITTEE

Erik Kingston	Idaho Housing & Finance Association
Greg Siebert	Idaho Department of Commerce
Jerry Miller	Idaho Department of Commerce
Randy Schroll	Idaho Department of Commerce
Lorie Higgins	University of Idaho
Lori Porreca	Federal Highway Administration
Mike Field	Idaho Rural Partnership
Vickie Winkel	Idaho Rural Partnership
Brian Dale	US Dept. of Housing & Urban Development
Maureen Gresham	Idaho Transportation Department
Jon Barrett	Clearstory Studios

REVIEW ITINERARY

The focus area leaders and planning team members named above jointly developed the detailed itineraries for the Silver Valley Community Review. These itineraries are attached as Appendix E.

The review officially began at 2:30 pm on Tuesday, September 13, with a bus tour of the valley extending from the Cataldo Mission to the west and City of Mullan to the east. The bus tour was followed by dinner and a listening session involving the entire Home Team. This listening session and dinner took place at the Shoshone Meeting Room at Silver Mountain Resort. Tuesday night concluded with a community meeting held in the cafeteria at the Kellogg Middle School. This meeting included brief presentation about recent history, identity, and current economic and community development issues by a leader from each community in the valley.



During breakfast at Noah's Restaurant, the entire Visiting Team heard presentations from the following people to gain an understanding of and ask questions about the Silver Valley's history, infrastructure, and environmental issues.

Jerry Cobb	Institutional Controls Program History
Shauna Hillman	Silver Valley History
Ross Stout	Sewer District
Barney Norris	Central Shoshone Water

The Visiting Team then split into the three focus areas to tour existing facilities and meet with individuals and groups. Highlights of the Wednesday itineraries include the following:

ECONOMIC DEVELOPMENT

- Government Gulch (proposed site for biomass plant and Job Corp)
- Kellogg Plastics Manufacturing
- Water treatment plant in Enaville
- Tour up uptown Kellogg and North Idaho College Satellite Campus
- Shoshone Medical Center
- Silver Needle Manufacturing
- Drive through tour of Wallace
- Lucky Friday Mine

COMMUNITY DESIGN AND IDENTITY

- Trolley tour of Wallace, Sierra Silver Mine, and discussion with Jim McReynolds of Wallace Museum and Rick Shaffer from Wallace Inn
- Visit to Lookout Pass and discussion with Marketing Director Bill Jennings
- Tour of Silver Mountain and Kellogg Museum
- Discussion with Kellogg business owners at Noah's Restaurant
- Driving tour of Pinehurst
- Tour new Visitor Center at Cataldo Mission, where we learned about the new exhibit called '*Sacred Encounters - Father DeSmet and the Indians of the Rocky Mountain West*'; discussion with representatives of the Old Mission State Park and Joe Peak, Enaville Resort

HOUSING

- Meet with realtors, lenders, and title companies at the Broken Wheel
- Meet with property managers at the Broken Wheel
- Tour Kellogg properties
- Meet with County and City planning staff at Courthouse
- Meet with County Clerk

On Wednesday evening the entire Visiting Team reconvened for dinner at the Kellogg City Park picnic shelter.

The Visiting Team spent most of Thursday, September 15, at the Shoshone Medical Center H & E Building preparing three individual presentations (one for each focus area). That evening, the Visiting Team enjoyed dinner with residents at the Good Samaritan Center in Silverton. The day ended with a community meeting featuring presentations by the Visiting Team at Wallace Junior/Senior High School. Including Home Team members, about 40 Silver Valley residents attended.

PUBLICITY AND PUBLIC PARTICIPATION

Efforts to make Silver Valley residents and leaders aware of opportunities to participate in the Community Review began with a front page feature article that appeared in the Friday, September 9, 2011 Shoshone News-Press. This article, along with a follow-up front page article that ran on Saturday, September 17, is attached as Appendix F. The Home Team's other efforts to publicize the Silver Valley Community Review included the following:

- Print ads in the Shoshone Newspress
- Verbal announcements at multiple Historic Wallace Chamber of Commerce & Historic Silver Valley (Kellogg) Chamber of Commerce meetings. It was sent out through their email blasts.
- Featured program at a Silver Valley Kiwanis Club meeting



Community participation in the review was modest, considering a total population of over 8,000 people in the seven municipalities in the Silver Valley and the nearly 14,000 residents of Shoshone County overall. The Visiting Team speculates that the larger geographic area and multiple communities covered by this review (relative to prior community reviews) made publicity and participation a challenge.

While turnout at the Tuesday and Thursday night meetings may not have met expectations, business owners and other community members were flexible and willing to spend time with Visiting Team members, sometimes with little or no advance notice.

PART II TEAM REPORTS

ECONOMIC DEVELOPMENT FOCUS AREA

COMMUNITY COMMENTS AND CONCERNS

Residents and leaders responding to the survey and participating in conversations during the community review told us they want more jobs that pay a living wage in the Silver Valley. We heard recognition that creating such jobs would involve supporting the growth of existing businesses, recruiting new employers to the valley, and helping entrepreneurs create new businesses. We also heard a hope that new retail and service businesses would open in currently unused or under used commercial buildings.



While economic diversification is seen as positive and desirable, we heard consistent and committed support for maintaining and strengthening the mining industry. Residents we spoke with cannot and do not want to imagine a Silver Valley future that does not include mining. The Visiting Team was also made aware of businesses that used local opportunities and knowledge to

develop manufacturing, retail, and consulting businesses related to mining (e.g. equipment, environmental impact analysis, remediation, restoration).

The Visiting Team noticed awareness of the funds collected as part of the Asarco settlement was high, especially among community and economic development leaders. The amount of the settlement being held in trust is in the range of \$420-\$430 million. It was communicated to us that use of this funding is narrowly defined in the written settlement between Asarco and the federal government and that such uses must be authorized by the trustee. In other words, based on comments from leaders in the Silver Valley, it is the Visiting Team's understanding that these settlement funds cannot be used for community and economic development projects in general.

Support for continuing to develop businesses and amenities related to tourism and recreation was noticeably strong. Specifically, local business owners and others involved in economic development talked about their vision of improving and marketing tourist-related services and amenities so people and families currently spending a day or less in the Silver Valley might spend several days enjoying a variety of activities.

In the context of economic development, the Visiting Team frequently heard a strong desire for the kind of jobs, entertainment opportunities, and other amenities that would encourage and allow young people to stay in the valley or give them the option of returning as young adults after furthering their education and gaining life experience.

Residents clearly value the Silver Valley as a great place to live and raise kids. Specific qualities that make it so include a strong sense of trust and community, low crime, affordable cost of living, proximity to the Spokane-Coeur d'Alene metro area, and easy access to a variety of high quality outdoor recreation activities and areas.

With respect to the area's recent history as a Superfund site, we heard two dominant and contrasting perspectives. One point of view was the Silver Valley communities have successfully worked together to develop remediation policies and documentation procedures (i.e. the Institutional Controls Program) that work for local property, business owners, and lenders as well as for the state and federal regulatory agencies involved. The documented success of this effort has facilitated substantial recent and ongoing expansion at nearby mines, development at Silver Mountain Resort, construction of the Wal-mart in Smelterville, and other private sector investments. This point of view says this progress is demonstrating success, building confidence, and creating a foundation for future growth.

The other point of view we heard regarding the Superfund site is more wary. It says regardless of recent progress locally, the regulatory agencies involved will continue to impose regulatory burdens indefinitely, consequently limiting real estate development and job creation efforts by making companies gun shy about investing or locating in the Silver Valley.

Finally, frustration about the historical lack of cooperation and coordination between communities and organizations in the Silver Valley came up strongly in the context of economic development as well as within the Community Design and Identity focus area.

VISITING TEAM OBSERVATIONS, RECOMMENDATIONS, AND RESOURCES RELATED TO ECONOMIC DEVELOPMENT

OBSERVATION 1: GETTING THE WORD OUT: TODAY'S SILVER VALLEY IS OPEN FOR BUSINESS! People who visit or relocate to the Silver Valley quickly gain an appreciation for the area's natural beauty, recreational opportunities, and high quality of life. This was certainly true for members of the Visiting Team, several of whom commented about how they intend to bring their families back to have fun and experience more of the valley's environment, history, and recreational opportunities.

It takes a bit more time and effort, though, to learn about and fully understand the history and challenges related to the impacts of past mining practices, Superfund designation, and associated remediation.

The Visiting Team suggests the prospective businesses and visitors might have outdated and mistaken beliefs about the Silver Valley as a place to live and do business. These beliefs may have been formed during a trip through the valley 20+ years ago (when the valley was much different than it is today) or through past media reports highlighting environmental and health concerns at that time.

Today is a different time. The mining industry is strong and growing. Silver Mountain and Lookout Pass are both expanding. There's also the new Shoshone Medical Center. Over the last 10 years the valley has become home to not one, but two world-class award-winning bike trails attractive to both serious bicyclists and families. According to the Panhandle Health District, total development investment in the Silver Valley in just the last five years is \$50-\$70 million. All of these positive signs, along with the successful track record of the Institutional Controls Program (ICP), combine to paint a bright future for the Silver Valley.

In short, the Visiting Team encourages the residents and leaders of the Silver Valley to brag a little bit to each other and to people and organizations outside the valley about your quality of life and about how you've stepped up to responsibly protect public health and environmental quality. Folks outside the valley might know bits and pieces about the challenges of the past 10-20 years. In their minds, these challenges may BE your identity. They don't have any other information. We encourage you to use every opportunity to educate them about TODAY's Silver Valley.

We suggest education and communication efforts should focus on three distinct groups of people: (1) businesses you wish to recruit to the Silver Valley, (2) organizations and individuals you're hoping will visit the Silver Valley or will speak positively about the valley as a place to visit and recreate, and (3) people you'd like to attract back to the Silver Valley as a place to raise their families.

RECOMMENDATIONS

1. Create a short promotional video for on-line and DVD use that tells the story of TODAY's Silver Valley, focusing on the success of environmental restoration/remediation efforts, on-camera quotes from the companies who have made recent development investments, small town character in close proximity to the Spokane-Coeur d'Alene metro area, and recreation opportunities.
2. Using a blog or other Website, develop a way for visitors to write about their Silver Valley experiences. Encouraging and then eavesdropping on this type of visitor-to-visitor communication provides local government and economic

development leaders with valuable feedback while promoting the area to prospective visitors and businesses.

3. Develop the Silver Valley's social media presence (e.g. Facebook) for the purpose of communicating successes and opportunities. There are people with whom you want to communicate. Rather than hoping they find you, go to where they already are.
4. Create a 'welcome home' campaign to encourage people who grew up in the Silver Valley to move back. Also, create a way for adults who grew up in the Silver Valley to donate to community and economic development efforts.

RESOURCES

- Here is a link to a video created for the City of Meridian:
<http://www.creativewaveidaho.com/projects/city-meridian-healthy-community-promotional-video>.
- Here is a video created to promote Custer County:
<http://www.youtube.com/watch?v=21RQxbgKwll>.
- Federal Partnership for Sustainable Communities program,
<http://www.sustainablecommunities.gov/>. Grant funding is available through this partnership involving U.S. Dept. of Housing and Urban Development, Federal Highway Administration, and EPA. For up to date information and opportunities, contact Visiting Team member Lori Porreca, Federal Highway Administration, 208-334-9180, x132, lori.porreca@dot.gov.
- The Community Challenge Grant Program is coordinated with the Federal Partnership for Sustainable Communities and provides grant funding for projects that foster reform and reduction of barriers to achieving affordable, economically vital, and sustainable communities. Examples of eligible activities include, reform of zoning and development standards, re-use and revitalization, sustainable transportation, and housing. <http://tinyurl.com/cmnsfsx>.
- Community Action for a Renewed Environment (CARE) is a competitive grant program that offers an innovative way for a community to organize and take action to reduce toxic pollution in its local environment.
<http://yosemite.epa.gov/R10/HOMEPAGE.NSF/citizens/r10care>, Sally Hanft, hanft.sally@epa.gov, 206-553-1207; Davis Zhen, zhen.davis@epa.gov, 206-553-7660.
- Many Idaho communities and community organizations are using Facebook to communicate with residents and visitors. Community reviews have recently been conducted in New Meadows and Bonners Ferry. Both communities are making use of Facebook: <http://www.facebook.com/profile.php?id=100001467022753> and <http://www.facebook.com/pages/City-of-New-Meadows/132770955963>.
- AmeriCorps engages teams of members in projects in communities across the United States. Service projects, which typically last from six to eight weeks,

address critical needs in education, public safety, the environment, and other unmet needs. Members tutor students, construct and rehabilitate low-income housing, respond to natural disasters, clean up streams, help communities develop emergency plans, and address countless other local needs. Vaneitta Goines, Assistant Projects Director, AmeriCorps NCCC Western Region, http://www.americorps.gov/for_organizations/apply/nccc.asp, 916-640-0314, vgoines@cns.gov.

- “*Small Towns, Big Ideas*” is a compendium of rural community economic development case studies from around the country. It is published by the Community and Economic Development Program at the University of North Carolina and is available for download here: http://www.sog.unc.edu/programs/cednc/stbi/pdfs/stbi_final.pdf.

OBSERVATION 2: SUPPORTING THE GROWTH OF EXISTING BUSINESSES AND THE CREATION OF NEW BUSINESSES BY LOCAL ENTREPRENEURS

When evaluated on a return on investment basis, the Center for Rural Entrepreneurship and other organizations have documented supporting the growth of existing businesses and helping new businesses get off to a healthy start creates new job opportunities more effectively and efficiently than recruiting new employers from outside the community.

Support for existing business owners and would-be entrepreneurs can come in many forms, but often includes information (e.g. research), training, financing, and other forms of technical assistance. In addition, there are ways in which businesses can support each other by forming partnerships and purchasing products and services locally.



While in the Silver Valley, the Visiting Team heard many residents talk about their desire to have more products and services available locally. These folks expressed an interest in spending more of their dollars in the Silver Valley and reducing the amount of time and money they spend in the Coeur d'Alene area. Businesses can also support each other by jointly tapping into this community pride and educating residents about the benefits of supporting locally-owned businesses. The Visiting Team suggests collecting data that identifies the products and services on which money is being spent outside the valley. This data would be valuable information to existing and prospective businesses.

RECOMMENDATIONS

1. Conduct or sponsor a retail leakage study to determine the specific services and products residents are leaving the Silver Valley to purchase.
2. Initiate a valleywide 'buy local' campaign that appeals to local pride and uses incentives to encourage residents to shop closer to home.
3. Partner with regional and statewide entities to increase opportunities for entrepreneurial and business development training (either virtual or in community). For example, create a 'How to Start a Business' workshop or mentoring program by connecting emerging entrepreneurs with existing small businesses or retired professionals. Specific topics for training include, for example, business planning, marketing, financing, customer service, and accounting.
4. Assess unmet need for additional professional technical education opportunities and initiate development of such opportunities, if warranted.
5. Encourage community leaders to participate in the Northwest Community Development Institute.

RESOURCES

- The Business Alliance for Local Living Economies (BALLE) is a non-profit organization providing assistance and support to communities working to increase their resiliency and self-sufficiency by strengthening their locally-owned businesses. <http://www.livingeconomies.org/>, 360-746-0840, info@livingeconomies.org.
- Think Boise First (www.thinkboisefirst.org) is a project created by businesses in the Boise area to encourage residents to support locally-owned businesses.
- Buy Local Moscow (<http://www.buylocalmoscow.com/>) is a similar effort in a smaller community.
- The Idaho Department of Commerce's Idaho Procurement Technical Assistance Center (PTAC) helps businesses pursue government contracting opportunities. <http://www.commerce.idaho.gov/business/government-contracting.aspx>, Gary Moore, 208 334-2470, gary.moore@commerce.idaho.gov.
- Idaho Department of Labor, Alivia Body, Regional Economist based in Post Falls, alivia.body@labor.idaho.gov, 208 457 8789.
- Panhandle Area Council offers assistance related to workforce development, entrepreneurship, business counseling, as well as small business and micro entrepreneurial loan programs. Jim Deffenbaugh, 208-772-0584 x3005, jimd@pacni.org or Nancy Mabile, 208-772-0584 x3014, nancy@pacni.org.
- The Idaho Small Business Development Center in Post Falls offers training and individual consulting to existing and emerging businesses, <http://www.idahosbdc.org/mapresults.aspx?groupby=area&area=Region+I>. William Jhung, Director, 208-769-3284, william_jhung@nic.edu. Statewide, the

IDSBDC also maintains Idaho Small Business Solutions, a website that helps business owners identify and understand applicable regulatory requirements (<http://www.idahobizhelp.org>).

- RUPRI Center for Rural Entrepreneurship, taina@e2mail.org, 402-323-7339, <http://www.energizingentrepreneurs.org/>. On December 16, 2011, Craig Schroeder will host a free one-hour webinar titled, "Recruiting Young Adults and Families to Your Community." Effective ways to promote your community to alums and potential newcomers without taking on another full-time job will be presented and discussed. To register, go to <https://events.r20.constantcontact.com/register/eventReg?oeidk=a07e57ift9ee7565270&oseq>. Space is limited so please register right away.
- RUPRI will also present a three-part webinar series on Energizing Entrepreneurs (e2) beginning on February 22, 2012. The total fee for this three-part webinar is \$185 and registered participants will receive an e2 Resource Toolkit and PowerPoint handouts. For more information and to register, go to <http://events.r20.constantcontact.com/register/event?oeidk=a07e579eti4c0a1fde2&llr=opyrgedab>.
- Idaho TechHelp will provide on-site technical assistance to help businesses become more productive. <http://www.techhelp.org/>, 208-426-3767, techhelp@boisestate.edu.
- Idaho TechConnect, Rick Ritter, 208-562-3700, rick.ritter@idahotechconnect.com.
- Idaho National Laboratory's Technical Assistance Program helps technology-based businesses to overcome difficult barriers in order to advance these enterprises for business retention, expansion, or creation, https://inlportal.inl.gov/portal/server.pt/community/technology_transfer/269/technical_assistance_program, Stephanie Cook, stephanie.cook@inl.gov, 208-526-1644.
- University of Idaho Cooperative Extension's "Open for Business" program and Community Development topic team can assist with training and other types of assistance to benefit existing and emerging businesses. Lorie Higgins, 208-885-9717, higgins@uidaho.edu.
- Two Degrees Northwest: Where Art Meets the Land has a "Business of Art" training program designed to help artists and artisans develop business skills. www.2dnw.org, Lorie Higgins, Extension Specialist, 208-885-9717, higgins@uidaho.edu.
- Northwest Community Development Institute is a leadership training geared towards the economic and community development issues confronting rural communities. The institute typically takes place each July in Boise. Scholarships

are available. <https://secure.meetingsystems.com/nwcdi/>. Gloria Mabbutt, Idaho Department of Commerce, 208 334-2470, gloria.mabbutt@commerce.idaho.gov.

- Framing Our Community is a small business incubator in Elk City focused on value-added economic development. In this community, the primary employer, a lumber mill, was closed and demolished. Joyce Dearstyne, Executive Director, 208-842-2939, www.framingourcommunity.org.
- Canyon-Owyhee School Service Academy is a successful professional technical education school in Southwest Idaho. <http://www.cossa-sitech.org/>, Mark Cotner, Executive Director, 208-6074, mark@cossaschools.org.
- The Kootenai Technical Education Campus (KTEC) is a similar school that will be located on the Rathdrum Prairie. <http://www.ktechigh.org/>.

OBSERVATION 3: MAKING SURE LAND AND BUILDINGS SUITABLE FOR COMMERCIAL AND INDUSTRIAL USES ARE AVAILABLE AND PUBLICIZED.

It was the Visiting Team's observation that leaders within the various communities of the Silver Valley generally do not share information with each other regarding community and economic development goals, development standards, available land, and other assets. Sharing this kind of information would allow one community to refer a potential development to another community in the event it could not accommodate the needs of the developer or outside business. The prosperity of the valley as a whole would benefit as a result. There are also opportunities to share this information with businesses across the state and country looking for a place to locate.



We also observed opportunities to increase land available for commercial and industrial uses over time through remediation and (potentially) land use planning efforts funded by the Asarco settlement funds being held in trust under the auspices of the U.S. Environmental Protection Agency. More to the point, the Visiting Team suggests it is time to elevate the conversation about the re-use of currently vacant lands that have not been available for development due to health and environmental reasons.

RECOMMENDATIONS

1. Complete a valleywide inventory of available commercial and industrial properties.
2. Initiate a multi-stakeholder conversation to develop a proposal to use Asarco settlement funds held in trust (and possibly other funding) to complete an assessment of appropriate, permissible, and desirable land uses for properties associated with the settlement. This assessment would:
 - Evaluate the ability of the subject properties to accommodate various land uses (or re-uses, in this case).
 - Involve citizens to identify desirable uses.
 - Compare suitable and desirable land uses to existing comprehensive plan policies, zoning provisions, and development standards within the relevant communities and the County.
3. Initiate regular (e.g. annual or twice per year meetings) information sharing meetings or processes so all communities in the valley understand each other's goals, opportunities, and challenges.
4. Make sure available properties are listed on Gem State Prospector website
5. Continue taking steps toward creating a Silver Valley business park and/or business incubator facility.
6. Continue taking steps toward creating a biomass plant.

RESOURCES

- The Idaho Small Business Development Center maintains a list of business incubators around the state.
<http://www.idahosbdc.org/DocumentMaster.aspx?doc=1232>.
- The Idaho Office of Energy Resources, Department of Commerce, Department of Environmental Quality, and Department of Lands have compiled a checklist for potential woody biomass projects in Idaho. Perspective woody biomass project developers are encouraged to address the questions on the checklist prior to expending large amounts of resources on a project.
http://www.deq.idaho.gov/media/591069-woody_biomass_checklist.pdf.
- Idaho Strategic Energy Alliance - Forestry/Biomass Report,
http://energy.idaho.gov/idahostrategicenergyalliance/d/forest_packet_2.pdf
- Idaho Woody Biomass Utilization Partnership, www.idahobiomasspartners.com.
- Gem State Prospector, Idaho Department of Commerce,
<http://gemstateprospector.com>. Jerry Miller PCED, 208-334-2470, ext 2143,
jerry.miller@commerce.idaho.gov.
- University of Idaho's "Future's Game" is a scenarios-based group activity available to communities to explore how public and private sector decisions (e.g. related to land use) shape our economy, environment, and community well-being. <http://www.cals.uidaho.edu/uicsc/futures/>, 208-885-4017.

- Building Sustainable Communities Initiative, University of Idaho, <http://www.bioregionalplanning.uidaho.edu/default.aspx>, 208-885-7448, bioregionalplanning@uidaho.edu. This is a resource potentially applicable to many observations in this report related to sustainable economic development, downtown revitalization, and land use planning.
- For questions and concerns about floodplain designations, Idaho Department of Water Resources, Mary McGown, Floodplain Coordinator, mmcgown@idwr.state.id.us, 208-287-4928.

OBSERVATION 4: ECONOMIC DEVELOPMENT INCLUDES THE CONTINUED DEVELOPMENT AND IMPROVEMENT OF INFRASTRUCTURE SYSTEMS

Businesses can't grow and new homes can't be built if the valley's infrastructure does not have capacity. The Visiting Team considers the valley's regional approach to wastewater treatment a significant asset. Still, inflow and Infiltration (also known as "I and I") in the wastewater collection system was the infrastructure issue that received greatest discussion during the Community Review. It is an issue in many Idaho communities. Inflow refers to water entering the wastewater system through aging, deteriorating wastewater collection pipes. Infiltration is defined as illicit stormwater and other unapproved connections to the collection system. Reducing inflow and filtration is important because doing so reduces metal loading in stormwater and drinking water. The problem seems to be worse in Kellogg and Wallace, where the wastewater collection system (i.e. pipes) is oldest. All cities have to meet related federal water pollution control standards. If efforts to reduce inflow and infiltration are not pursued, regulatory agencies and lenders could both begin limiting new development.

The Visiting Team realizes some steps are being taken to reduce inflow and infiltration. We strongly support these efforts and want to point out some resources that will enable further progress.

Other infrastructure issues where we documented comments indicating room for improvement include broadband connectivity and local streets/roads.

RECOMMENDATIONS

1. Continue pursuing funding needed to systematically reduce inflow and infiltration in the wastewater collection system.
2. Communicate with property and business owners so they understand the economic importance of reducing inflow and infiltration.

RESOURCES

- Idaho Department of Commerce Community Development Block Grant Program (CDBG), <http://commerce.idaho.gov/communities/block-grants.aspx>, Tony Tenne, Community Development Specialist, 208-334-2470, ext. 2111, tony.tenne@commerce.idaho.gov.
- U.S. Department of Agriculture's Rural Business Enterprise (RBEG) and Opportunity (RBOG) Grant Programs can assist with the cost of engineering and feasibility studies and marketing tools (e.g. business directories). <http://www.rurdev.usda.gov/rbs/busp/rbeg.htm> and <http://www.rurdev.usda.gov/ga/trbog.htm>, Brent Donnelly, 208-762-4939, ext. 117 (This resource is potentially applicable to many aspects of economic development.)
- USDA Rural Development, Community Facilities Program, Howard Lunderstadt, Community Programs Specialist, 208-762-4939, howard.lunderstadt@id.usda.gov.
- Community Action for a Renewed Environment, <http://www.epa.gov/care/>. CARE is a competitive grant program that offers an innovative way for a community to organize and take action to reduce toxic pollution in its local environment.
- U.S. Economic Development Administration, Rick Tremblay, 550 W. Fort St., Room 111, Boise, ID 83724, 208-334-1521, rtremblay@eda.doc.gov.
- Panhandle Area Council, Jim Deffenbaugh, 208-772-0584 x3005, jimd@pacni.org or Nancy Mabile, 208-772-0584 x3014, nancy@pacni.org.
- Avista Foundation, particularly their "Economic and Cultural Vitality" focus area. <http://www.avistafoundation.org/home/Pages/default.aspx>, 509-495-8156.
- Idaho Rural Water Association, Bill Burke, Wastewater Technician, 208-343-7001, bburke@idahoruralwater.com.

NOTE: While clearly connected to economic development, tourism and recreation development is addressed in the Community Design and Identity section of this report, while valleywide communication, cooperation, and coordination is explored in Part III.

HOUSING FOCUS AREA

Our Silver Valley hosts requested that the Community Review include a housing focus. Our Visiting Team for Housing included Bill Fattic, Spokane HUD office; Christine Fisher, USDA Rural Development in Coeur d'Alene; Kathryn AlMBERG, the Housing Company; and Team Lead Erik Kingston, Idaho Housing and Finance Association.

Local hosts included Home Team Lead Margie Todd, Ridge River Realty; Karen Hulstrom, Century 21 - Silver Heritage Realty; Connie Lister, Idaho Dept. H&W; David Bargmann, Silverwood Good Samaritan; Kellie Zuefelt, Wells Fargo Home Mortgage; Jerry Cobb, Panhandle Health District; and Mayor Joann Groves, City of Wardner.

GENERAL HOUSING CONTEXT

Before discussing specifics, some general context for this section is in order. Communities need to maintain a range of housing stock affordable to broad segments of the community and essential workforce (first responders, teachers, nurses, retail employees, agriculture workers, public works/utility professionals, etc.). "Affordability" is relative, but generally means housing that requires less than 30% of total household income (HHI). Housing costs exceeding this percentage are not sustainable, put households at risk, and strain local social service budgets. For purposes of calculating rental assistance, HUD defines 'housing costs' as *rent + utilities*.



The real cost of housing. An important consideration in the Silver Valley is what we'll refer to as the *Housing+Transportation+Energy index*. Transportation costs in this equation should not exceed 15% of HHI to be sustainable (assuming housing costs represent no more than 30% of HHI). We heard from several locals that a significant number of valley homeowners and renters often pay more for heating and cooling poorly insulated homes than for monthly rental and mortgage payments; often more than 50% of HHI, before transportation costs are factored into the equation. In addition, when housing is located far from the workplace, transportation costs can outweigh any savings in rental or mortgage costs.

The most sustainable situation is housing that is efficient to heat and cool, that is located near employment, and that is priced to complement local prevailing wages.

Why it's important. Housing affordability is key to sustainable economic development, representing a *perpetual wage subsidy* for local employers and *net salary increase* for working households—benefits that remain in the local community as long-term assets. Housing is made more affordable either by increasing wages or lowering housing costs. Employers know that a stable labor force is important for productivity and planning, and that long commute times and financial strain can impact job attendance and performance. When households can comfortably meet basic needs such as rent or mortgage payments, there is more left over to invest in the local economy.

The goal of many communities is to create and sustain workforce or 'community' housing affordable to people who a.) work for a living, b.) provide essential services, and c.) put the "community" in cities or towns. Achieving a sustainable and diverse range of housing options requires understanding the role of housing in economic and community development, combined with planning and cooperation among many stakeholders. This group might include housing, community and economic development professionals, policy makers, building officials, planning and development professionals, along with business, corporate and community leaders. Together, they must identify local needs and define the scope and direction of planning efforts.

What we're [not] suggesting. We'll pose items for local consideration that relate to general issues we observed or that were presented to us by locals. Our goal is *not* to say whether any community in the Silver Valley needs a specific type of housing. That is something that can only be determined through an analysis of the local housing market, a needs assessment or 'gap analysis,' followed by a strategic housing plan—something we would strongly suggest for the entire valley. Typically, any needs assessment/community housing plan should:

1. Identify the need for the plan and reflect the goals of the local community. This "descriptive" component should create a reliable picture of what currently exists within the plan's geographic scope (housing market supply and demand, relevant assets and resources, challenges, political/economic dynamics, etc.). Planners learn about a community through data collection, observation and above all, listening to what local residents and stakeholders say.

For example, Shoshone County saw an 11% decrease in the number of multifamily housing units from 1990 to 2000, with corresponding increases in single-family units (4%), duplexes (4%), and mobile homes (6%). HUD's Fair Market Rent (FMR) for a 2-bedroom unit in 2010 was \$588/month. This required a household income of a least \$23,520 to be considered affordable. Nearly half (47%) of renters were unable to afford this rent in 2010.

The 2011 Shoshone County *Housing Wage*, or the wage needed to afford an average-priced rental, was \$11.72/hour.

2. Analyze demographic, economic and other trends to anticipate future needs.

This might reflect current and projected land-use, transportation, employment, and migration patterns.

For instance, 2010 Census data for Shoshone County and Idaho overall showed the following age ranges:

2010 Population Census	Shoshone County	Idaho
under 18	20.8%	27.4%
18-64	59.3	60.2
65 or older	19.9	12.4

This shows that one in five Silver Valley residents is 65 or older (higher than the state average of one in eight), and may support local suggestions to explore accessible and affordable housing opportunities for seniors and “seniors-in-training.”

Fixed-income economic impact. In 2009, 11.9% of Shoshone County’s total annual personal income derived from federal transfer payments; this represents \$47,132,501 distributed to 3,625 recipients, or 28.6% of the total county population.

3. Offer practical strategies and recommendations that can help achieve the stated goals. This “prescriptive” phase is where most communities need help. Although local assets and challenges are apparent to most residents and leaders, the prospect of tackling fundamental community issues can be overwhelming. A plan helps break the issue down into recognizable, manageable components and presents a range of options that have proven effective in similar situations.

In some cases, an outside professional can provide valuable objectivity and accountability. We can suggest options, although this report doesn’t take the place of a formal housing market study or analysis.

4. List resources available to the community. In our resources section, we will list state, federal and private/corporate funding sources can help communities address needs. Increasingly, communities must be more creative in seeking and securing resources, since many traditional government sources are limited.

HOW WE LOOKED AT THE SILVER VALLEY'S HOUSING

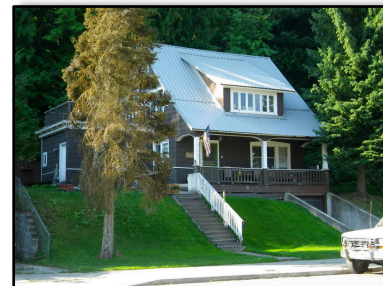
When evaluating the inventory of housing stock in the valley, we tended to look at several factors (based on what we were told and shown during the review):

- *Construction dates.* Pre-1978 homes may likely contain lead-based paint; before the 1980s, asbestos may be present in insulation, ductwork, 9"x9" linoleum tiles, 'popcorn' textured ceilings, wallpaper, exterior cement board siding, and pipe wrap; and those constructed when heating fuel was plentiful and cheap were often poorly insulated.
- *Condition.* Deferred maintenance, poor construction standards, code violations, neglect and/or damage from wind, water and seismic activity can result in threats to life and safety and negatively impact the overall market and surrounding neighborhood. Overall exterior condition is reflected in things like roofing, siding, paint, windows, gutters, sidewalks, landscaping, carports, garages, etc. Interior condition involves plumbing, electrical and HVAC systems, fit and finish of all trim materials, condition of painted surfaces, and things like insulation, floor finishes, and so forth.
- *Affordability.* As any realtor will tell you, location is important. Beyond this, housing costs (rental or sales) can be affected by physical qualities like materials, build quality, etc., but are just as often influenced by arbitrary factors such as speculative investment, financing costs, appraisal practices and the law of supply and demand.
- *Accessibility.* This can either refer to the location near services or cultural amenities, or the ability of persons with limited mobility to approach, enter and make full use of the space and its sleeping, bathing and kitchen features.

OBSERVATIONS

SINGLE-FAMILY HOUSING STOCK

We were told by local real estate professionals one in three (or over 30%) of local properties are currently on the market and/or in default. This includes many pre-foreclosures, short sales, bank-owned (REO) properties and properties for auction. We heard from several locals about the influence of the local economy, floodplain issues, Superfund designation, and speculative investment during the housing bubble on property conditions and values over the past few decades. It is hard to overestimate the impact of these factors on home equity and the lives of those affected.



The small sample of homes and neighborhoods we were shown indicated highly variable conditions and values. One local traced the differences in residential construction and conditions back to the valley's early settlers. He suggested that the original mine owners built and lived in Wallace, the miners lived primarily in Kellogg and Mullan, and the poorer miners and smelter workers lived further down valley in Smeltonville and Pinehurst.

Local housing professionals indicated that monthly utility costs for many households often exceed rent or mortgage payments, and it is common for people to live in the Silver Valley but work in Kootenai County. Both cases point to 'real housing costs' (i.e., housing+transportation+energy) as being unsustainable. Despite the often poor condition of single-family rental housing, we were told that rents remain high; in many cases rents alone were out of reach for very low- and low-income households (i.e. those on fixed incomes or working minimum wage jobs).

To some extent, outside speculative investment may inflate home prices above what some locals feel are realistic prices for often-dilapidated homes in distressed neighborhoods. Nationwide, this 'buy and hold' strategy is employed by investors with no intention of maintaining or improving property, but rather waiting until market prices increase to the point where resale is profitable. Local communities are left with vacant eyesores that can drain scarce code- and law-enforcement dollars from the local tax base. It can be difficult for working families with limited credit and/or job insecurity to compete with professional speculators.

MULTIFAMILY HOUSING

As stated above, Shoshone County saw a shift away from multifamily housing units to other housing types during the 90s. In discussions with locals, we heard repeatedly rural Idahoans don't want higher density or multifamily housing.

Two key reasons were offered for this:

1. Rural Idahoans have lots of 'toys.' These include RVs, dirt bikes, four wheelers, boats and snow machines. The logic here was all these toys wouldn't fit into the limited storage of an apartment complex.
2. Stereotyping of all higher density, multifamily housing, 'affordable' and subsidized housing into the same category. We heard a clear bias against this category, the implication being that higher density housing equated to drug use or other criminal activity, 'welfare recipients,' and other tenants characterized as unwelcome (at least by some locals).

In the first case, we observed households that can typically afford lots of expensive toys should in theory have greater housing choices, assuming higher incomes. Taxpayer subsidized or rent-restricted housing is not meant for households with higher incomes, although a market may exist for private higher density housing with additional toy storage (the thinking here is that some folks may want to spend more time recreating with their outdoor toys than mowing a lawn or maintaining a house).

In the second example, we were given the impression the bias against multifamily housing was also due (in part) to a perception it was often poorly maintained and managed.

What we saw—to the contrary—were several examples of attractive multifamily developments of varying ages, some of which had recently undergone or were undergoing significant renovation and/or were under new management. Based on our limited time, we actually came away with the sense that the Silver Valley's multifamily housing stock (at least that which we were shown) was in better condition than the overall single-family inventory.

Many of these same locals also told us that the scarcity of available land is a development barrier common to cities throughout the Silver Valley. Between steep mountain slopes and the river channel, it is difficult to find available and buildable sites that are out of the floodplain and otherwise unencumbered. This factor would also indicate higher densities as an efficient use of scarce land to support growth.

NONTRADITIONAL, EMERGENCY AND TRANSITIONAL HOUSING

We met with representatives of the faith community and human service providers to explore needs in the areas of emergency shelter (for area homeless and those seeking to escape domestic violence); and transitional housing (a bridge between homelessness and more stable long-term rental housing).

We learned there are no Shoshone County based Continuum of Care providers (those receiving direct Emergency Services Grants, Shelter + Care, Supportive Housing Program or similar funds from HUD). This means applications for those specific programs and services are only available through providers located in Kootenai and Bonner counties. There are local grassroots efforts to provide emergency assistance through the County Clerk's office (under the County Indigent Services Program) and in some cases local church organizations.

Indigent Services is a program administered throughout Idaho by counties. Limited taxpayer funds are available as a last resort (applicants must demonstrate that no alternative resources are available) and must be repaid to the program.

AVAILABLE DATA*

Below are some excerpted tables from the *2011 Analysis of Impediments* report commissioned by IHFA and the Department of Commerce. To view the full report, including an analysis of impediments and quick facts for Shoshone County, visit www.ihfa.org and search for '2011 Analysis.'

*Sources: HUD, Claritas, U.S. Census, American Community Survey 5-year estimates, BBC Research & Consulting\

INCOME

Income	Number	Percent
Median household income (2009)	\$ 37,510	100%
Households earning less than \$15,000	1,014	17.7%
Households earning less than \$25,000	1,880	32.9%
Residents below the poverty threshold		14.5%

Median income (in which half of all incomes are above this amount and half fall below this amount), when compared to other indicators like average income and median rent, can provide information needed to determine whether area rents are generally affordable or not. A better measurement would show the relative percentages of households in various income levels relative to rent ranges. We should note that the definition of poverty has recently been reinterpreted to reflect changing household budget priorities. For more on this topic, visit: www.census.gov.

HOUSEHOLD TYPE

Household Type	Number	Percent
Senior households	1,855	33.1%
Single parent households	451	8.0%
Single father	176	
Single mother	275	
Married couples with children	1,264	22.6%
Large households (5+ family members)	326	5.7%
Percent of residents with a disability		24.5%

The above household types are indicators of where residential development in the Silver Valley should be focused. It would be important to know, for instance, how many units are suited for seniors or accessible to persons with a disability.

HOUSING

Housing	Number
Homeownership rate	71.7%
<i>Rental units</i>	<i>1,588</i>
<i>Owner occupied units</i>	<i>4,017</i>
2000 Median Home Value	\$ 65,800
2009 Median Home Value	\$ 107,201
<i>2000-2009 Increase/decrease in value</i>	<i>\$ 41,401</i>
<i>Income needed to buy median priced home</i>	<i>\$ 27,335</i>
<i>Percent of population who can afford median home</i>	<i>64.0%</i>
Increase in 2000 income needed to afford 2010 home	\$ 10,557
Actual increase in median income, 2000-2010	\$ 8,737
2000 Median rent	\$ 313
2005-2009 Median rent	\$ 392
<i>2000-2009 Increase/decrease in median rent</i>	<i>\$ 79</i>
<i>Income needed to rent median priced unit</i>	<i>\$ 15,680</i>
<i>Percent of population who can afford median rent</i>	<i>81.4%</i>
HUD 2-bedroom Fair Market Rent	\$ 596

As shown in the above table, given the household income in Shoshone County, one in six households would be considered 'housing cost burdened,' since they would need to spend more than 30% of household income on rent. Keep in mind, however, that this doesn't take into account the *Housing+Transportation+Energy index* described earlier. When these factors are accounted for, it seems likely that a far higher percentage of households are cost-burdened.

OTHER ASSISTED HOUSING*

Total Income-Based Units = 165 (*housingidaho.com; web search)	
Located in City of Kellogg	Amy Lyn Apartments (40 units) Shoshone Apartments (47 units)
Located in City of Pinehurst	Pinehurst Plaza (24 units) Echo Pines (10 units) Whispering Pines (20 units)
Located in City of Wallace	Silver Hills Apartments (24 units)

Knowing what currently exists in the local housing market in terms of type and cost, and how that relates to local household income is a first step towards developing a 'gap analysis.'

RECOMMENDATIONS

SINGLE-FAMILY HOUSING

The following assumptions influence our general recommendations with respect to the Silver Valley's single-family (SF) market:

- Significant percentage of vacant foreclosures, bank-owned properties, short sales and other residential property currently on the market (unable to verify specific percentage).
- Overall poor condition—both structural and cosmetic—of available SF units (i.e., code, life and safety violations, curb appeal lacking).
- Single-family stock lacks insulation and is prohibitively expensive to heat and cool.
- The costs to acquire and rehabilitate existing dilapidated housing stock may in some cases approach or exceed the cost to demolish and rebuild, resulting in no net gain in market value or housing quality.

Recommendation 1. The magnitude of the single-family housing problems in the Silver Valley may not approach the same scope and level of the Superfund cleanup, but some of the lessons learned may be usefully applied. Particularly, just as the Institutional Controls Program (ICP) has developed a locally driven set of protocols for addressing problems of lead contamination, a similar structure might be applied on a smaller scale to evaluate a representative sample of the valley's single-family housing stock to determine the best potential outcome for a given investment. This would be part of a larger Housing Needs Assessment.

This process might analyze the following:

1. The cost to gut a cross-section of existing dilapidated structures (including lead and/or asbestos abatement) and recycle or landfill waste products.
2. The cost to correct structural, life and safety defects, install energy efficient appliances, insulation and weatherproofing, and to provide finish materials and treatments to make the home marketable.
3. The estimated return on the above investment.

This return on investment (ROI) would be compared with that achieved by simply demolishing an existing structure and rebuilding a similar-sized home on the same site. Other factors might include a comparative estimate of the number and type of jobs created for either strategy. A general rule of thumb for developers approaching an 'acquisition-rehab' is that if essential rehab costs exceed 65% of the appraised value of

the structure (excluding structures with historical or cultural significance), it is often more cost effective to demolish and build using new materials.

The important thing is to consider the net cost of a strategy and the net value of the finished property as an individual, neighborhood, and/or community asset.

Recommendation 2. Explore a valley wide weatherization program with incentives to homeowners and landlords who take steps to increase energy efficiency by adding insulation, updating heating/cooling systems, and installing weather-stripping or thermal pane windows. Comments made to our team indicate that for some households, this could represent a significant monthly savings and more sustainable housing costs.

One potential partnership would involve the Fuller Center for Housing or Habitat for Humanity. Both organizations offer skilled volunteer labor and the opportunity to be combined with other housing resources. For instance, USDA Rural Development offers a \$20,000 low-interest loan for repairs, renovation or remodeling of owner-occupied housing, and a \$7,500 grant for eligible senior households. Local contractors, including skilled volunteer organizations, could see opportunities to bid on the resulting work.

Other options for neighborhood beautification and weatherization include valleywide 'Paint the Town' or similar events designed to enlist volunteers to make improvements. There are many examples of this throughout Idaho.

MULTIFAMILY HOUSING

We would encourage residents, planning and zoning professionals, and local officials to better understand the distinctions among subsidized, affordable, workforce and market-rate housing (regardless of density). Blanket opposition to affordable or alternate housing types (NIMBYism) has in some cases been interpreted by the courts to have a 'disparate impact' on protected classes under the Fair Housing Act. It also undermines efforts to create high-quality residential housing that represents an efficient use of land and resources.

Failure to provide housing affordable to a range of household income levels disproportionately impacts seniors, persons with disabilities, or families with children, for example. Beyond those on fixed income, a lack of diversity in housing costs can exclude critical elements of a community's workforce, such as first responders, teachers, health care workers, public works professionals and others.

We would point to the recent \$4 million fair housing judgment against Boise County for alleged discrimination involving a group home for at-risk youth. The court found the actions of the county during the development's application review and permitting process had a 'disparate' or discriminatory impact on persons considered disabled under the Fair Housing Act. Westchester County, NY had an even larger settlement

(over \$53 million - under the False Claims Act) against it when the courts determined that affordable housing was concentrated in a few neighborhoods or census tracts, limiting housing choice among low-income (and primarily minority) households.

GENERAL AND SINGLE-FAMILY HOUSING RESOURCES

- USDA Rural Development - Rural Repair and Rehabilitation Loans and Grants, http://www.rurdev.usda.gov/HAD-RR_Loans_Grants.html.
- Silver Valley Fuller Center for Housing, <http://www.svfch.org>, 208-786-6013, silvervalleyidaho@fullercenter.org.
- Idaho Housing and Finance Association Housing Information and Referral Center / Housing Hotline, <http://www.ihfa.org/ihfa/housing-information-and-referral-center.aspx>, Toll-free: 1-877-438-4472, hirc@ihfa.org.
- Free rental housing listing and locator service, www.housingidaho.com, 1-877-428-8844.
- U.S. Department of Housing and Urban Development. Homepage: <http://portal.hud.gov/portal/page/portal/HUD>. Links to programs and resources provided in an alphabetical index: <http://portal.hud.gov/hudportal/HUD?src=/siteindex/quicklinks>. Link to a list of HUD-Approved Housing Counseling Agencies in Idaho (the counseling is free of charge): <http://www.hud.gov/offices/hsg/sfh/hcc/hcs.cfm?webListAction=search&searchstate=ID>.
- Idaho Housing and Finance Association, Erik Kingston, erikk@ihfa.org, 208-331-4706 (for information and advice related to completing a housing needs assessment).

WEATHERIZATION RESOURCES

- Community Action Partnership Association of Idaho (CAPAI) – Weatherization Program, <http://www.idahocommunityaction.org/programs/weatherization-html/>.
- USDA Rural Development - Rural Repair and Rehabilitation Loans and Grants, http://www.rurdev.usda.gov/HAD-RR_Loans_Grants.html.
- Idaho Office of Energy Resources – Energy Efficiency/Building, <http://energy.idaho.gov/energyefficiency/building.htm>.
- Silver Valley Fuller Center for Housing, <http://www.svfch.org>, 208-786-6013, silvervalleyidaho@fullercenter.org.
- U.S. Department of Housing and Urban Development page on “energy efficient mortgages” (EEM’s) contains several links to other HUD programs (203K rehab, Title 1 home-improvement), which can be combined or used alone to make homes more energy efficient. Here’s the link to the webpage: http://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/eem/energy-r.

MULTIFAMILY HOUSING RESOURCES

- Boise County Fair Housing settlement, <http://www.idahostatesman.com/2010/12/20/1462074/jury-says-boise-county-violated.html>.
- USDA Rural Development – Multifamily Housing Programs, http://www.rurdev.usda.gov/HMF_MFH.html.
- Idaho Fair Housing Forum, www.fairhousingforum.org.
- IHFA Multifamily Finance Department, <http://www.ihfa.org/ihfa/multifamily-housing.aspx>, 208-331-4880, multifamily@ihfa.org.
- IHFA Grant Programs Department (for project sponsors; no individual grants), <http://www.ihfa.org/ihfa/grant-programs/home-program.aspx>, Toll-free: 1-877-447-2687, grantprograms@ihfa.org.

EMERGENCY AND TRANSITIONAL HOUSING RESOURCES

- Shoshone County Clerk's Office / Indigent Services, http://www.shoshonecounty.org/index.php?option=com_content&view=article&id=28&Itemid=11, 208-752-8601.
- IHFA-sponsored rental housing listing and locator service, www.housingidaho.com, Toll-free: 1-877-428-8844.
- Panhandle Shelter and Transitional Housing Providers (Kootenai, Bonner), http://www.housingidaho.com/pdfs/ID_Panhandle.pdf.
- Idaho Dept. of Health and Welfare Panhandle Region / Navigation Services, <http://healthandwelfare.idaho.gov/ContactUs/Region1/KelloggOffice/tabid/287/Default.aspx>, Toll-free Idaho Care Line: 2-1-1 or 208-784-1352.

COMMUNITY DESIGN AND IDENTITY FOCUS AREA

COMMUNITY CONCERNS AND COMMENTS

Residents and leaders of the Silver Valley shared many concerns and comments related to community design and identity through the pre-review survey, community listening sessions, and conversations that took place during the review.

When we asked them to define the geographic boundaries of the Silver Valley, we most commonly heard people refer to Fourth of July Pass and Cataldo Mission to the west, Lookout Pass to the east, and the North Fork of the Coeur d'Alene River, Murray, and Pritchard to the north, and Silver Mountain to the south.



The Visiting Team heard strong interest in and support for integrating the valley's identity, natural assets, and history into the development of recreation and tourist amenities. Many local folks expressed their belief such efforts will be more successful if they are developed and coordinated valleywide. At the same time, there is clearly some fear and concern the individual communities could lose some or all of their unique values and identity as a result of

coordination or of future condominium, second home, and resort-type development. Many of those interviewed wanted to promote cultural tourism related to the bikeways and historic districts along the frontage road, but also wanted to reinforce and protect places that are important to residents and should perhaps not be for tourism.

We heard a lot of appreciation for the outdoor-oriented lifestyle available in the Silver Valley and surrounding forestlands. We also talked to numerous people about the potential of the Trail of the Coeur d'Alenes (approx. 80,000 users per year) and Route of the Hiawatha (approx. 35,000 users per year) bike trails to become more important and visible assets valued as a recreational amenity by local residents and as a bigger magnet for visitors. It was pointed out to us that many users of the Trail of the Coeur d'Alenes start at the Cataldo Mission and bike south toward Plummer, where they have a more natural experience and a longer, more difficult ride with fewer family-oriented services available. The section of the Trail through the Silver Valley, conversely, is potentially more attractive to people and families who want convenient access to services (e.g. restaurants), community points of interest, and other activities.

While there seemed to be considerable appreciation for downtown Wallace as an attractive, walkable destination with historic character, we didn't hear much recognition that uptown Kellogg or business districts in other Silver Valley communities have any potential to become similarly attractive destinations. Current land uses like car lots limit visual accessibility from the highway. There seems to be some need to continue conversations on what aspects of the Wallace approach are acceptable, desirable, or feasible in other communities in the valley that share a mining history and have museums and other attractions of their own.

As noted under the Economic Development focus area, Silver Valley residents are proud of the area's mining history. Unlike some communities in the West, however, this pride goes well beyond nostalgia about the ways things used to be. We clearly saw valley residents are proud that, despite environmental challenges, past mining-related tragedy, and mine closures, mining remains a vital part of the Silver Valley today. This has been made possible because the valley has taken responsibility for the impacts of mining by addressing health and environmental concerns in ways that respect local needs and values.



Lastly, we heard residents and leaders use words like “fractured” when describing the state of relations between communities and organizations in the Silver Valley. There was a strong desire expressed to work together in a coordinated, valleywide fashion on a range of issues. Many people expressed frustration about the lack of an easily accessed, all-in-one-place way to communicate and learn about various initiatives, events, and issues in the Silver Valley.

The subject of valleywide communication, cooperation, and collaboration is addressed in Part III of this report.

VISITING TEAM OBSERVATIONS, RECOMMENDATIONS, AND RESOURCES RELATED TO COMMUNITY DESIGN AND IDENTITY

OBSERVATION 1: CONNECTING YOUR CULTURE AND HERITAGE TO TOURISM AND RECREATION OPPORTUNITIES

The Visiting Team heard strong interest in and support for integrating the valley's identity, natural assets, and history into the development of recreation and tourist amenities and related businesses. Our observation is there remains significant untapped potential in this area of cultural tourism and education. The National Trust for Historic Preservation defines cultural tourism as traveling to experience the places and

activities that authentically represent the stories and people (including Native people) of the past and present. It includes irreplaceable historic, cultural and natural resources. It is perhaps your best insurance against developing the kind of tourist amenities that don't fit the valley's culture or character. A fact sheet on cultural tourism is attached as Appendix G. Should you coordinate development efforts of this kind, you'll be sharing and celebrating your identity while increasing jobs and diversifying your economy.

The Visiting Team also conveys a word of caution. Community or cultural identity and tourism do not necessarily go hand-in-hand. Sometimes they are compatible. Sometimes they are not. Community identity can be a tourism asset, but tourism can also be a detriment to identity. In other words, choose which aspects of the valley's identity you want to share with visitors and leave some of it (e.g. the best huckleberry picking areas) for yourselves.

The Visiting Team talked to numerous people about the potential of the relatively new Trail of the Coeur d'Alenes and Route of the Hiawatha bike trails to become more important economic development assets.

Our sense is currently, visitors come to the Silver Valley with one, maybe two activities in mind. Put succinctly, the Visiting Team encourages you make sure they learn about *everything else* there is to do and enjoy in the Silver Valley.

Other than anecdotal commentary and opinions, the Visiting Team was not presented with demographic and other information about bike trail users or other visitors currently coming to the Silver Valley. We encourage you to do what you can to understand your target market(s) related to tourism and recreation.

RECOMMENDATIONS

Bring stakeholders together on a valleywide basis to:

1. Conduct a valleywide survey of bike trail users and other visitors to learn more about their demographic characteristics, experiences in the Silver Valley, and suggestions for improvement. This survey would answer questions such as:
 - Where do users of the bike trails and other visitors live?
 - How do they learn about the Silver Valley?
 - What other activities might they enjoy?
 - What can Silver Valley businesses and communities do to better serve them?
 - What do they like best about the Silver Valley?
 - How much do business owners and Silver Valley residents know about the trails?

2. As you develop and market the Trail of the Coeur d'Alenes as a recreation amenity, place equal attention on developing it as a viable non-motorized transportation route between communities.
3. Local chambers of commerce should cultivate the relationship with the North Idaho Tourism Alliance, the regional tourism marketing organization. Active participation will help leverage grant funds available and encourage a cohesive marketing strategy for North Idaho as well as the Silver Valley.
4. Create and market multiple day (e.g. 2, 3, and 4 day) suggested itineraries for Silver Valley visitors (who may currently be spending less than one day in the valley.) Similarly, create 1-2 day long scenic loop drives that start in the Silver Valley and follow one or more routes through, for example, Wallace, Moon Pass, Avery, St. Joe River, St. Maries, Rose Lake, Cataldo Mission, Cd'A River, Snake Pit, and Dobson Pass.
5. Encourage packaging of different recreation and tourism experiences in the valley and region. Silver Mountain and Lookout Pass have just recently initiated such packaging (i.e. 'Ride and Slide').
6. Support and encourage efforts to more clearly connect the Trail of the Coeur d'Alenes and Route of the Hiawatha (via NorPac Trail) and trail extension to St. Regis.
7. Conduct customer service training for local business owners and their employers so they are more knowledgeable about the activities and services visitors seek.
8. Use consistent 'wayfinding' signage to identify points of interest, describe community identity, and direct trail users to services available along the Trail of the Coeur d'Alenes.
9. Possibly as part of the previously described "buy local" program, create a way for bicyclist friendly businesses to identify themselves.
10. Enlist residents in a project to create a valleywide heritage tourism map or atlas of important places, people, historical and contemporary events, and recreational amenities.
11. Explore opportunities to create one or more backcountry and/or historic byways. The Frontage Road running the length of the valley could become a historic byway.
12. Create an on-line tool that encourages visitors to write about their Silver Valley experiences. This writing will be credible in the eyes of prospective



visitors, creating an effective marketing tool and providing local businesses and economic development leaders with valuable feedback.

13. Consider creating an organization of potentially all partners that are required or have the incentive to be good stewards of the land and waterways that connect the Silver Valley citizens to each other, such as; business owners, local governments, and recreation representatives (i.e. Clearwater Basin Collaborative).

NOTE: The Visiting Team strongly encourages the Silver Valley to engage youth in implementing many of the above recommendations.

RESOURCES

- South Central Idaho Tourism and Recreation at the College of Southern Idaho can possibly offer customer service training. Debbie Dane, 208-732-5569, ddane@csi.edu.
- University of Idaho Cooperative Extension and the Two Degrees Northwest program provides customer service training and information and assistance related to cultural tourism. Lorie Higgins, 208-885-9717, higgins@uidaho.edu.
- North Idaho Tourism Alliance, <http://visitnorthidaho.com>, Michael Sloan (current President), 208-267-0352, msloan@bonnersferry.id.gov.
- The Urban Institute publishes a free book titled "*Culture and Commerce, Traditional Arts and Economic Development*" that may be helpful in talking with business owners and others about supporting the arts. http://www.urban.org/UploadedPDF/410812_culture_and_commerce.pdf.
- Clearwater Basin Collaborative, www.clearwaterbasincollaborative.org.
- The Away Network helps travelers choose their next vacation destination and plan their trip by offering ideas and recommendations customized to their specific travel interest. www.away.com. See also related sites www.gorp.com and <http://www.AdventureFinder.com>.
- "*Trail Towns: Capturing Trail-based Tourism*" is a comprehensive manual for Pennsylvania communities created by the Allegheny Trail Alliance. It is available here: <http://www.atatrail.org/docs/1TTManual.pdf>.
- The Blaine County Recreation District maintains over 400 miles of bike and cross country ski trails, including the over 20-year old Wood River Rail-to-Trail from Bellevue to Ketchum in Blaine County. <http://bcrd.org/>, 208-578-2273, info@bcrd.org. These trails have become an economically important amenity.
- Friends of Pathways is a 20-year old nonprofit organization working to build an extensive network of multipurpose trails in Jackson Hole, Wyoming, <http://www.friendsofpathways.org/>, 307-733-4534, info@friendsofpathways.org.
- The Methow Valley Sport Trails Association is dedicated to developing and promoting environmentally sound recreation on or near the trails in the Methow

Valley in northcentral Washington. This trail system includes over 200 kilometers of cross country ski trails in the winter months, and is recognized as one of the finest trail systems in North America for nordic skiing, mountain biking and hiking. <http://www.mvsta.com/index2.html>, 509-996-3287.

- Idaho Dept of Parks and Recreation, Kathy Muir, State and Federal Grant Manager, 208-514-2431, kathy.muir@idpr.idaho.gov. Leo Hennessy, Non-Motorized Trails Coordinator, 208-334-4180, ext 228, lhenness@idpr.idaho.gov.
- The Community Challenge Grant Program is coordinated with the Federal Partnership for Sustainable Communities and provides grant funding for projects that foster reform and reduction of barriers to achieving affordable, economically vital, and sustainable communities. Expanding and improving the Trail of the Coeur d'Alenes as a transportation corridor is an eligible use of this funding. <http://tinyurl.com/cmnsfsx>.
- For assistance regarding historic or backcountry byways, contact Don Davis, Senior Transportation Planner, Idaho Transportation Department, District 1, don.davis@itd.idaho.gov, 208-772-1274.
- TrekNow is a source of information for people interested in exploring backcountry roads and trails using G.P.S. technology. <http://www.treknow.com/>.
- Information about the Pioneer Historic Byway in Southeast Idaho is found here: <http://www.pioneerhistoricbyway.org/>.
- National Scenic Byway& All American Roads, <http://www.bywaysonline.org>.
- The on-line Idaho Vacation and Travel Guide includes a page that invites guest bloggers to share information and experiences from around the state. <http://www.visitidaho.org/>.

OBSERVATION 2: PROMOTING AND BRANDING THE ENTIRE SILVER VALLEY AS A DESTINATION

The Visiting Team's impression is the Wallace Chamber of Commerce promotes Wallace, the Silver Valley Chamber of Commerce promotes Kellogg, and the privately owned amenities like Silver Mountain Resort and Lookout Pass market themselves. Conversely, we agree with local leaders who told us visitors don't come here just for Silver Mountain, or just for the Route of the Hiawatha, or just for Wallace. They think of the Silver Valley as a whole and want to experience it that way. What's missing is an overall valleywide brand to which all marketing and development of amenities can be tied.

Branding (a.k.a. community branding, place branding, and destination branding) is the process a city, region, other identifiable place embarks upon to change, refine, or improve what people are saying about them. A Silver Valley brand is not something that's created; it is discovered within the spirit of this place and its people. It is a focused snapshot of the valley's values, assets, and priorities, which can then be articulated as

your “brand.” Brands uncovered in this manner are endorsed and absorbed by their communities due to their fundamental truth.

For maximum impact, all efforts, thoughts, communications and actions should literally and symbolically support the core messages of the brand. A community or regional brand represents the distillation of an information gathering process into a succinct statement with four parts:

- **Target Audience:** Categorization of the “type” of consumers most drawn to the Silver Valley.
- **Frame of Reference:** Placement of the communities into a geographical context that has meaning for the brand.
- **Point of Difference:** That something special about the community. It might be as big as a river, as small as a flower, as intangible as an attitude or as solid as a skyscraper. It might be a passion or a process, an idea or an inspiration. It might be the cumulative meaning of a number of assets or something singular that stands out.
- **Benefit:** The way in which the community’s point of difference positively impacts consumers.



Discovering your brand is not just about marketing to tourists. It can also play a major role in implementing many recommendations found in this report related to, for example, creating new economic opportunities and inspiring cooperation and coordination between communities and organizations.

The brand is not necessarily about connecting with people emotionally. It is more a factual statement of what makes the Silver Valley special, why it matters, and to whom. Emotional connections are made later through the use of creativity including graphic design, media, et cetera. A well-conceived strategic branding strategy should both identify the brand and the ways it will be used. It should remain viable and relevant for decades.

RECOMMENDATIONS

1. Identify individuals and organizations interested in forming a local tourism council or roundtable for the purpose of creating and implementing a unified strategic brand for the Silver Valley. It doesn't have to be large, but you should begin with a core group of influential people who have a vested interest.
2. In the near term, learn best practices and pitfalls from other areas similar to the Silver Valley who have completed a strategic branding process.
3. Seek available free assistance to create a work plan, timeline, and budget to develop a brand identity for the Silver Valley. Identify existing in-kind resources and whether or not outside assistance will be needed.
4. Solicit community involvement and other support needed to complete the brand identification process.

RESOURCES

- Here is the website and blog created by North Star, a community branding consulting firm based in Tennessee: <http://www.northstarideas.com/index.php>.
- Destination Development International is a community branding and tourism consulting firm based in Seattle offering several branding-related workshops and trainings and a resource book entitled "*Your Town: A Destination*" (<http://tinyurl.com/7v5l6h9>). Notes from a presentation by one of the book's co-authors is available here: <http://tinyurl.com/6mchhttp>. Additional contact information: <http://www.destinationdevelopment.com>, Roger Brooks, 206-241-4770.
- The State of Idaho's Travel Council Grant program can help build local and regional tourism-related websites, other forms of marketing, and familiarization (or "FAM") tours for journalists. These funds might help leverage other resources. <http://commerce.idaho.gov/tourism-grants-and-resources/about-the-itc-grant-program/>. ReNea Nelson, 208-334-2470, renea.nelson@tourism.idaho.gov.
- The Idaho Division of Tourism Development offers assistance and information to tourism-related businesses here: <http://commerce.idaho.gov/tourism-grants-and-resources/web-resources/>.
- The North Central Idaho Tourism Association has a comprehensive regional Website at <http://www.visitnorthcentralidaho.org/>.
- Teton Valley, Idaho Falls, and Cascade are Idaho communities that have completed processes or planning related to branding. Teton County: Reid Rogers, Teton Valley Chamber, 208-354-2500, wwa@pdt.net; Idaho Falls: Robb Chiles, Idaho Falls Chamber of Commerce, 208-523-1010. rchiles@idahofallschamber.org; Cascade: Katrin or Ashley Thompson, Ashley Inn, 208-382-5621.

- The Sun Valley area is currently developing a branded marketing campaign that encourages communication between residents and visitors. Here is a link to an 11/8/2011 article in the Idaho Statesman newspaper:
<http://www.idahostatesman.com/2011/11/08/1869682/softest-of-sells-for-sun-valley.html>.
- Red Lodge, Montana (www.redlodge.com), Door County, Wisconsin (<http://www.doorcounty.com/>) and Methow Valley, Washington (http://www.methow.com/about_links.php) are three places that have benefitted from community branding efforts.

NOTE: Neither the Visiting Team or the Idaho Rural Partnership suggests or recommends any particular consultants. We provide the websites and blogs above because they offer a variety of information and resources on the topic.

OBSERVATION 3: COMING TOGETHER TO CELEBRATE CULTURE AND IDENTITY

The Visiting Team was not made aware of projects or events that bring residents of the Silver Valley – from Fourth of July Pass to Lookout Pass – together. We unmistakably heard many people talk about the importance of recognizing and appreciating the unique character and identity of each community. The kind of valleywide initiatives we encourage you to develop could accomplish this goal, while also bringing you together to acknowledge what you have in common as residents of one valley. Finding ways to build a sense of community from one end of the valley to the other would benefit a range of community and economic development activities.

RECOMMENDATIONS

1. Identify which annual events attract people from across the valley or have the greatest potential to do so. Based on our observations, the Visiting Team suggests an event or expo could revolve around one or more of the following themes: youth, mining, outdoor recreation, or biking.
2. Obtain grant funding to work with the youth and museums to create a documentary of the valley's history, including the last 30 years of environmental cleanup and renewed mining industry. Create a new story of survival and restoration that creates a sense of pride and unity.
3. Engage young people and writers in a community encyclopedia project. A brief description of a community encyclopedia is attached as Appendix H.
4. Explore the creation of a Silver Valley Community Foundation.

RESOURCES

- Idaho Commission on the Arts, Michelle Coleman, Community Development Director, 208-334-2119, ext. 112, michelle.coleman@arts.idaho.gov.
- Idaho Community Foundation, Lauren Tassos, Development Director, 208-342-3535, ltassos@idcomfdn.org.
- Similar-sized cities with active community foundations include Kamiah (Upper Clearwater Community Foundation, Debbie Evans, 208-935-0764, kamiahgrants@msn.com), Soda Springs (Greater Soda Springs Community Development Foundation, Trent Clark 208-547-4300, trent.l.clark@monsanto.com), and Ashton (Ashton Community Foundation, 623-693-2251).
- The Idaho Humanities Council provides grant funding to projects and events related to history, culture, and identity. www.idahohumanitiescouncil.org, 208-345-5346.
- The National Endowment for the Humanities provides grants in four funding areas: preserving and providing access to cultural resources, education, research, and public programs. NEH grants typically go to cultural institutions, such as museums, archives, libraries, colleges, universities, public television, and radio stations, and to individual scholars. <http://www.neh.gov/whoweare/overview.html>.
- Idaho State Historical Society, Keith Petersen, State Historian/Associate Director, North Idaho Office, 112 W. 4th Street, Suite # 7, Moscow, Idaho 83843, <http://history.idaho.gov>, 208-882-1540.

OBSERVATION 4: RE-DISCOVERING AND RE-VITALIZING TRADITIONAL COMMERCIAL AREAS.

Many people we talked to in the Silver Valley appreciated downtown Wallace as an attractive, walkable destination with historic character. When it came up in conversation, it's fair to say many of these same people didn't recognize uptown Kellogg or business districts in other Silver Valley communities as having



the potential to become similarly attractive destinations. As visitors to your valley, we see great potential to rediscover and build upon the historic quality of your downtown areas whether or not you officially designate them as “historic districts”.

Uptown Kellogg, in particular, is a place that seems to be (in the eyes of the Visiting Team) overlooked by some residents as a destination or a place with potential. In fact, the Visiting Team was driven through, but did not walk through uptown Kellogg in the

three days we spent in the valley. At the same time, we recognize and applaud downtown revitalization efforts to date.

Kellogg and other Silver Valley communities have the basic elements of traditional main street design other Idaho communities have lost or never had in the first place. We encourage you to rediscover and recommit to developing these diamonds in the rough because they offer an authentic, unique, and true-to-your-history experience strip malls and big box stores just can't provide. In short, injecting new energy and investment into Silver Valley downtowns is an important part of putting the Silver Valley on the map as a special destination.

RECOMMENDATIONS

1. Initiate a valleywide façade improvement effort that includes a contest with awards for winning projects.
2. Create a revolving loan fund to finance more extensive building renovation projects.
3. Create a visual booklet or pamphlet to educate building owners, contractors, and visitors about the architectural heritage of uptown Kellogg and other Silver Valley downtown areas. The Visiting Team's view is the best design 'theme' for any community is its actual history and culture, as opposed to a contrived, arbitrary theme that is disconnected from the community.
4. Work with building owners to identify potential temporary uses for vacant commercial storefronts (e.g. display of school projects, art work, public information, etc.)
5. Engage university-level architecture and landscape architecture students in a project to generate ideas and actions related to commercial area revitalization.
6. Complete a walkability survey or assessment for the Silver Valley's commercial areas.
7. If they are not already in place, enact standards related to bicycle related amenities like bike racks, bike-related signage, bike lanes, etc.

As in the Economic Development focus area, the subject of valleywide communication, cooperation, and coordination came up frequently in the context of Community Design and Identity. This subject is addressed in Part III of this report.

RESOURCES

- “*Smart Towns: A Guide to Downtown Revitalization*”, Idaho Department of Commerce, 208-334-2470, www.idoc.state.id.us.
- National Trust for Historic Preservation’s Main Street Program, 202-588-6219, <http://www.nationaltrust.org/community/resources.html> and <http://www.mainstreet.org/>, mainstreet@nthp.org.
- Project for Public Spaces is a nonprofit planning, design, and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. <http://www.pps.org/>.
- Western Office National Trust for Historic Preservation, www.PreservationNation.org, Sheri Freemuth, AICP, Program Officer, P.O. Box 9107, Boise, ID 83707, 208-891-4121, sheri_freemuth@nthp.org.
- The City of Nampa created a revolving loan fund for restoring building facades in its historic downtown. <http://ci.nampa.id.us/downloads/30/FA%C3%87ADE%20IMPROVEMENT%20PROGRAM.doc>.
- Maureen Gresham, Bicycle and Pedestrian Coordinator, Idaho Transportation Department, 208-344-8272, Maureen.gresham@itd.idaho.gov.
- The website of the Pedestrian and Bicycle Information Center includes a page with detailed information about completing a walkability assessment or audit. <http://www.walkinginfo.org/problems/audits.cfm>.
- ‘Operation Facelift’ is a successful multi-community façade renovation project initiated by the Southern Idaho Economic Development Organization, www.southernidaho.org, 208-324-7408. Here is a news article on the project: <http://tinyurl.com/3btu23h>.
- Building Sustainable Communities Initiative, University of Idaho, <http://www.bioregionalplanning.uidaho.edu/default.aspx>, 208-885-7448, bioregionalplanning@uidaho.edu. This is a resource potentially applicable to many observations in this report related to sustainable economic development, downtown revitalization, and land use planning.
- Idaho Heritage Trust is a source of technical assistance and grant funding for renovation of historic buildings, <http://www.idahoheritage.org/index.html>, Katherine Kirk, 208-549-1778, IHT@idahoheritage.org.

PART III COOPERATION, COORDINATION, AND COMMUNICATION

If the Silver Valley Community Review had a fourth focus area, it would revolve around building a culture of cooperation, coordination, and communication between communities, businesses, and community-based organizations. This would-be fourth focus area showed up throughout the community review, across all three of the selected focus areas.

As has been described in this report, the Visiting Team heard residents and leaders use words like “fractured” when describing the state of relations between communities and organizations in the Silver Valley. An analogy involving high school letterman’s jackets came up often. Similarly, “knocking down walls between the individual cities” was stated as a hoped-for outcome on the Silver Valley’s community review application. We repeatedly heard this strong desire for greater valleywide coordination and cooperation on a range of issues and want to make sure Silver Valley leaders know that youth who participated in one or more listening sessions really didn’t care so much about cross community rivalry, competition, or old grudges.



Many people expressed frustration about the lack of an easily accessed, all-in-one-place way to communicate and learn about various initiatives, events, and issues up and down the Silver Valley. It was felt this increased communication would reduce duplication and encourage participation and collaboration.

The Visiting Team recommends several organizations in the Silver Valley collaborate to create such a forum for communication. In

respect to their individual identity, each community could have it’s own page. Information about issues, initiatives, and opportunities of a valleywide nature would also be provided. It is important this website be created and maintained by several entities. This is another project that could involve the valley’s youth.

BUILDING A CULTURE OF COORDINATION AND COOPERATION

One way to begin encouraging a greater degree of coordination and cooperation is to look at what it has enabled in the past. Rather than focus on missed opportunities and deficiencies, we encourage you to step back and ask yourselves what *has* worked best in the past. What events and physical improvements are you most proud of? What have

you been able to accomplish when a significant number of people and resources from different communities of the Silver Valley are aligned in the same direction?

The Visiting Team may not know the complete stories associated with them, but we left the valley very impressed with the following past and ongoing accomplishments we perceive required a lot of cooperation and coordination:

- Creation of the Institutional Controls Program
- Completing the Silver Mountain gondola
- Tree replanting project in the hills above Kellogg
- Creation of the South Fork Sewer District
- Trail of the Coeur d'Alenes and Route of the Hiawatha

If 100 people in the Silver Valley answered these questions, consensus about the most successful accomplishments would become clear. Establishing this consensus could be done via individual interviews or by conducting a large group forum. The kind of introspection we're suggesting naturally leads to questions such as:

1. What were the factors, skills, relationships, and agreements that made these successes possible? What are you proud of?
2. Are there certain key ingredients our most successful accomplishments have in common?
3. What regional investments have been made that could be built upon or redirected into regional goals?
4. What institutions exist for collaborative endeavors and what are the economic anchors?

By asking and answering these questions for yourselves, you begin to see the truth about successful collective action demonstrated by your lived experiences, as opposed to hoping it can be learned from a book, training, or outside consultant.

APPRECIATIVE INQUIRY

The questions posed above represent the first principle of an approach to community and organizational development called Appreciative Inquiry. In essence, this approach identifies and builds on a community's strengths rather than dwelling on needs and deficiencies. The connection between Appreciative Inquiry and community development is natural. It is a highly inclusive, inspiring process in which community members take responsibility for generating and processing information. It is based on the premise that people and communities tend to move in the direction of the stories they tell themselves about who they are and who they can be. A large number of interviews about the qualities that contributed to past and current successes will lead a community in a much

more positive direction than interviews about past poor participation and projects that failed to achieve their potential.

Appreciative Inquiry typically uses a process referred to as the 4I model. The 4 I's are as follows:

- Inquire – Residents are encouraged to gather stories and insights from and with each other about what has made the community successful in the past. What were the conditions that made these successes possible (leadership, relationships, communication, events, etc.)? By highlighting what is strong and vibrant about a community, it will continue to move in that direction.
- Imagine – Residents explore how past experiences can apply to the community's future. They imagine what could be for the community (i.e. visioning).
- Innovate – The development and implementation of the actual plan that describes how the ideal complement of past success and future possibilities would make the vision a reality.
- Implement – Creating the mechanisms and reinforcing existing capacities to make the dream a long-term reality.

WHEN CONFLICT HAPPENS

The Visiting Team didn't notice a dramatically greater degree of conflict or discord in the Silver Valley compared to other Idaho communities. Left unaddressed though, conflict can keep a community stuck for years and sometimes decades. Unresolved conflict or lack of agreement can also cost lost opportunities to increase the community's economic prosperity. Suffice it to say, a lot is at stake.

Conflict can arise when two or more parties are experiencing a real or perceived difference in needs or interests. Just like the people involved in them, each conflict is unique. In complex situations involving a number of parties, it is often helpful to ask the following questions to predict whether a problem-solving or consensus-building process has a good chance of succeeding.

1. Who is currently impacted or is likely to be impacted by the situation?
2. What are the needs (a.k.a. interests) of the various stakeholders?
3. What are the disagreements and potential areas of agreement among the stakeholders?



4. What are the perceptions, assessments, and feelings the stakeholders have about each other?
5. What is the potential for the stakeholders to communicate and participate in a subsequent problem-solving or consensus-building process in good faith? What circumstances would increase this potential?
6. What issues should be on the agenda in a problem-solving or consensus-building process? Are there any issues that should not be included at this time?
7. Should a consensus-building process be initiated? If yes, what is the likelihood of success and how should it be designed to maximize success? If no, why not?

RESOURCES RELATED TO BUILDING A CULTURE OF COOPERATION, COORDINATION, AND COMMUNICATION

- *“A Positive Revolution in Change: Appreciative Inquiry”*, by David Cooperrider and Diana Whitney, Case Western Reserve University, 1999.
- The document above and many other resources related to Appreciative Inquiry are found at the Appreciative Inquiry Commons website.
<http://appreciativeinquiry.case.edu/>.
- *“Collaboration: What Makes it Work”*, Mattessich, et. al., Fieldstone Alliance, 2001. <http://www.FieldstoneAlliance.org>, 800-274-6024.
- *“Collaborative Approaches: A Handbook for Public Policy Decision-Making and Conflict Resolution”*, Oregon Public Policy Dispute Resolution Center, March 2006
<http://www.orconsensus.pdx.edu/documents/CollaborativeApproachesHandbook-March2006.pdf>.
- Idaho Nonprofit Center, 208-424-2229, <http://www.idahononprofits.org/>.
- Northwest Institute for Dispute Resolution, University of Idaho School of Law, <http://www.law.uidaho.edu/default.aspx?pid=66197>, 208-885-4977, uilaw@uidaho.edu.
- The Consensus Building Institute (CBI) is a Cambridge, MA- and Missoula, MT-based organization that has worked with hundreds of organizations to build consensus, resolve conflict, and produce mutually beneficial agreements. They offer training and direct consensus-building services. www.cbuilding.org/.
- Everyday Democracy (formerly Study Circles Resource Center), <http://www.everyday-democracy.org/en/index.aspx>. Kuna residents have successfully used study circles for many years. Zella Johnson, 208-871-0696, zelttext@msn.com.
- *“The World Café: Shaping Our Futures Through Conversations That Matter”*, by Juanita Brown with David Issacs, Berrett-Koehler Publishers, 2005. This book outlines an innovative approach to discovering collective wisdom through open civic dialogue. www.theworldcafe.com.

- “*Fostering Dialogue Across Divides: A Nuts and Bolts Guide from the Public Conversations Project.*” This is an excellent 2006 publication available to download or purchase at <http://www.publicconversations.org/node/99>.
- The Heartland Center for Leadership Development is a non-profit organization based in Lincoln, Nebraska, that provides information and assistance to rural communities regarding collaboration, leadership development, and strategic planning. <http://www.heartlandcenter.info/publications.htm>, 800-927-1115.
- Rural Development Initiatives (RDI) is a Eugene, Oregon-based nonprofit organization that helps towns and rural partnerships develop and diversify their economies by creating inclusive, long-term strategies and identifying and managing crucial projects. They conduct community trainings on leadership, effective organizations. RDI's work is focused in Oregon but also reaches six western states (including Idaho) and British Columbia. <http://www.rdiinc.org/>. Noelle Colby-Rotell, 208-954-9564, nrotell@rdiinc.org.
- University of Idaho Cooperative Extension is facilitating conversation and planning activity as follow-up to the New Meadows Community Review. A similar opportunity could be made available to the Silver Valley. Lorie Higgins, 208-885-9717, higgins@uidaho.edu.
- Meadows Valley Exchange is a free on-line resource devoted exclusively to connecting people in and around the New Meadows area. Residents can post announcements, advertise or look for a job sell or give away stuff, look for volunteers, etc. <http://mvexchange.org/>.



WHY IT MATTERS

State, federal, and other funding from outside the community are typically needed to accomplish larger-scale community and economic development goals. As all Idaho cities know firsthand, the amount of funding is finite while the needs (and competition for funding) are ever increasing. Funding applications that result from the use of the positive, inclusive, agreement-seeking tools and principles above are more likely to be approved by the funding agencies, when compared next to applications from other

communities that do not benefit from the same level of broad support at the local level. In other words, using an inspiring planning process will mobilize resources within the community and generate greater support from outside the community.

WHAT NEXT?

This report is a summary of observations, recommendations, and resources provided by the Visiting Team, but it is not an action plan. We suggest the creation of such a plan would be an appropriate next step for the Silver Valley community. The Visiting Team offers below an outline of a process for creating an action plan based on this report. This process will likely take one to three months.

1. Place community review report and a link to the Idaho Rural Partnership's website on Silver Valley websites (e.g. Shoshone County, Silver Valley Economic Development Corporation, etc.)
2. Make printed copies available to local elected officials and other key stakeholders; place additional copies in libraries and publicize their availability.
3. Convene Home Team leaders to talk about and agree on next steps that make sense for the valley. In other words, review and modify this suggested process as appropriate.
4. Invite representatives of the Visiting Team back to the Silver Valley for discussion of report observations and recommendations and identification of next steps. Include in this conversation the entire Home Team, business leaders, interested local elected officials, and people who expressed interest during the community review. Offer printed copies of the report to these individuals.
5. Because making measurable progress in any of the three focus areas will be difficult to reach without it, the Visiting Team suggests that the working group created in step #4 use facilitated discussion to talk about and reach some agreement about the opportunities and barriers related to greater valleywide cooperation, coordination, and communication.
6. Divide the working group above into three to four ad-hoc committees, one for each focus area. Recruit additional participants if needed. Ask each focus area committee to review their applicable section of the report in detail and to prioritize next steps for action.
7. Reconvene the larger group (created in Step 4) for the purpose of sharing recommended action steps by focus area. As a group, reach consensus on next steps and compile into an action plan.
8. The action plan should be in the format of goals, objectives, and tasks and should identify the approximate timeline and the individuals and organizations to be involved in each activity.
9. Once complete, the action plan should be provided to and recognized by the City Council. Copies should also be provided to the Board of County Commissioners.

We leave you with the top ten attributes of successful communities. This list was prepared by David Beurle and Juliet Fox, Innovative Leadership 2011 and adapted from the Heartland Centre for Rural Leadership's "20 Clues to Rural Survival".

Top Ten Attributes of Successful Communities

1. Evidence of an inclusive culture

Successful mining communities are often showplaces of care, attention, history and heritage. They celebrate their success and have a strong and positive local attitude and support a culture of risk taking and innovation. Diversity is often celebrated and new people are welcomed.

2. Invest in the future – built to last!

People believe that something worth doing is worth doing right. In addition to the brick-and-mortar investments, all decisions are made with an outlook on the future. Expenditures are considered investments in the future, including investments in people. People have their attention on the long term success of their community.

3. Participatory approach to decision making

Even the most powerful of opinion leaders seem to work toward building consensus. The stress is on groups, organizations and communities working together toward a common goal. The focus is on positive results. People, groups and communities collaborate and share resources.

4. Creatively build new economic opportunities

Successful mining regions and communities build on existing economic strengths in a realistic way; and explore new economic opportunities provided by the 'new economy'. They actively seek out new opportunities and ideas for new businesses. They look for ways to smooth out the impacts of the booms and busts.

5. Support local businesses

Local loyalty is emphasized, but thriving regional communities know who their competitors are and position themselves accordingly. They look for creative ways to leverage the local economy off the mining and resource sector.

6. Deliberate transition of power to new leaders

People under 40 regularly hold key positions in civic and business affairs. Women (and people from 'minority groups') often hold positions as elected officials, plant managers, and entrepreneurial developers.

7. Strong belief in and support for education

Good schools are the norm and centers of community activity.

8. Strong presence of traditional institutions that are integral to community life

Churches, schools and service clubs are strong influences on community development and social activities.

9. Willingness to seek help from the outside

People seek outside help for local needs, and many compete for government grants and contracts for economic and social programs. They seek out the best ideas and new people to help build their local community and regional strengths.

10. Communities and regions are self-reliant

There is a wide-held conviction that, in the long run, 'You Have to Do It Yourself'. Thriving mining communities believe their destiny is in their own hands. Making their region a good place to live and work is a pro-active assignment, and they willingly accept it.

APPENDICES

APPENDIX A	VISITING TEAM MEMBER BIOGRAPHIES AND CONTACT INFORMATION
APPENDIX B	SILVER VALLEY COMMUNITY REVIEW APPLICATION
APPENDIX C	SILVER VALLEY COMMUNITY REVIEW SURVEY SUMMARY OF RESULTS – SEPTEMBER 2011 (RANDOM SAMPLE OF 267 SHOSHONE COUNTY RESIDENTS)
APPENDIX D	SILVER VALLEY COMMUNITY REVIEW SURVEY USING SURVEY MONKEY (SURVEY OF 169 SILVER VALLEY RESIDENTS)
APPENDIX E	ITINERARIES
APPENDIX F	PRE- AND POST-REVIEW NEWS ARTICLES FROM SHOSHONE NEWS PRESS
APPENDIX G	CULTURAL TOURISM FACT SHEET
APPENDIX H	COMMUNITY ENCYCLOPEDIA PROJECT DESCRIPTION

APPENDIX A SILVER VALLEY COMMUNITY REVIEW VISITING TEAM

BIOGRAPHIES AND CONTACT INFORMATION

(Alphabetized by last name, by focus area)

ECONOMIC DEVELOPMENT FOCUS AREA



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Cyndi has nearly 20 years experience in air quality, water quality, and hazardous waste through her positions in the private sector and at local, state, and federal agencies. She currently works for the Environmental Protection Agency assisting rural communities with their water and wastewater infrastructure. This experience includes assisting communities with water and wastewater infrastructure financing and providing oversight of the Idaho drinking water program. Cyndi serves as the lead for the Region 10 Sustainable Infrastructure Initiative. In her role, she leads a regional team that advocates sustainable water and wastewater infrastructure and promotes reductions in energy use, water use, and carbon footprints. Some of the projects she's working on include technical assistance in Energy Management Systems to community cohorts around the Northwest.



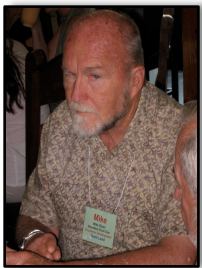
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A transfer from the Pacific Northwest Office of the Bureau of Reclamation led Kerrie to USDA Rural Development in 2007. By the end of 2009 she had assumed the role of Public Information Coordinator (PIC), and in November 2010 transitioned to full-time Public Affairs Specialist, Community Development Specialist, and Broadband Coordinator. Prior to federal service, Kerrie originated commercial and residential loans as owner of a loan brokering company for five years and Merrill Lynch for three years. She also serves in the U.S. Army Reserve where her job specialty is public affairs.



KAREN ROETTER
Regional Director & Military Academy Liaison
U.S. Senator Mike Crapo
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Karen is a third generation Idahoan who was born in Ohio. You might ask how that can be? Karen's father was with the Air Force, stationed in Ohio when she was born. Idaho was her father's declared state of residence, thus making Karen a proud native. She is a graduate of Meridian High School and the University of Idaho. Karen and her husband Matt have lived in the Coeur d'Alene area since 1979. They have three grown daughters, one grandson and a granddaughter in the "oven." Karen loves advocating for her beloved Idaho, through her work as the Regional Director for U.S. Senator Mike Crapo. In her spare time Karen loves to flower garden and read.



MICHAEL SLOAN (FOCUS AREA LEADER)
Executive Director
Boundary Economic Development Council
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From September 2006 to the present Mike has been the Economic Development Director for Boundary. From 1976 to 2006 he was involved in real estate sales in Park City Utah. Along with my brother, Gordon, he owned and was the broker for Group1 Real Estate. For the first 15 years Mike sold primarily residential real estate and project sales. During the last 15 year he consecrated on commercial and investment properties as well as development. Mike has a wife of 42 years, a daughter and son and 3 grandchildren all doing well. Life has been very good to me.



CLIF WARREN
District 1 Mobility Manager
Community Transportation Association of Idaho
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Clif is responsible for the development and coordination of transportation systems and organizations in the five northern counties of Idaho. He grew up in Illinois where he learned the commercial industrial construction industry literally from the ground up by starting as a laborer in high school and working his way through estimator and project manager to corporate treasurer. While still in Illinois, he made the jump to manufacturing by running production for an international manufacturer. Clif holds a bachelors degree in Civil Engineering from Bradley University and a masters in Management from Aurora University. He is currently the Chairman of the Board of the Greater Sandpoint Chamber of Commerce.

HOUSING FOCUS AREA



KATHRYN ALMBERG
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Kathryn has worked for Idaho Housing and Finance Association and The Housing Company for the past 10 years. She has spent over 20 years working in the real estate development and finance profession building both commercial and multifamily projects in California, Nevada and Idaho. During her tenure at IHFA she has built affordable multifamily projects using a variety of funding sources including Low-Income Housing Tax Credits, Historic Tax Credits, HOME funds, NSP funds, Tax Increment Financing, CDBG funds and other local resources. She has formed close partnerships with county, city and community organizations to make development happen in communities with unmet housing needs. She has completed projects from new construction to historic rehab in communities across the state. Several projects she had been involved in have won local and national awards as well as obtaining energy efficiency and LEED certification.



BILL FATTIC
Director
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Bill has been with the US Department of Housing and Urban Development (HUD) since 1987, serving in several management positions at HUD Offices in Alaska, Kansas, Illinois, Nevada, Indiana, and since early 2008, as the Director of the Spokane, WA HUD Office. He began his HUD career in the FHA Division of the Anchorage HUD Office, previous to which he had experience as a Realtor and in the title insurance field. As Director in the Spokane HUD Office Bill has responsibility for HUD's outreach, program coordination and customer service activities for Eastern Washington and Northern Idaho.



M. CHRISTINE FISHER
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Christine graduated from Iowa State University, Ames, IA in 1981 with an Animal Science major and a minor in economics. She has worked in the private sector for several banks from 1981-1989. In 1989 she left the private sector to take a position with the Minneapolis Community Development Agency (MCDA) in the single housing development working on affordable housing programs with the MCDA, FHA, VA and Fannie Mae. She came to USDA Rural Development in July 2000 as a Single Family Housing Specialist and in December 2006 Christine moved into Multi Family Housing as a Multi Family Housing Specialist.



ERIK KINGSTON, PCED (FOCUS AREA LEADER)
 Housing Resources Coordinator
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Erik has managed IHFA’s Housing Information and Resource Center since 1998, after serving three years as IHFA’s Senior Communications Coordinator. Responsibilities include program development, contract management, community outreach, fair housing education initiatives and strategic planning for a range of housing and community development efforts. He is project coordinator for www.housingidaho.com, co-author of IHFA’s *Workforce Housing Toolkit: Simple Steps for Stronger Communities* and author of the *2011 Housing Assistance Guide for Idaho*. Erik is a long-time planning member with the Idaho Community Review Team, board member of the Idaho Rural Partnership, and a graduate and faculty member of the Northwest Community Development Institute. He currently serves as a member and web moderator for the Idaho Fair Housing Forum (www.fairhousingforum.org) the East End Neighborhood Association’s Armory Committee (www.reservestreetarmory.com), and the Boise/Eagle Tour de Coop (www.boisechickens.com). He has over 30 years of professional experience in the areas of nonprofit management, grant administration, disability rights, refugee and immigrant empowerment, the performing arts and grassroots community activism. In addition to professional activities, Erik has spent time driving thirsty cattle through dry country and working underground in a Central Idaho hard rock mine. He really likes his current job.

COMMUNITY DESIGN AND IDENTITY FOCUS AREA



ANN MCCORMACK-ADAMS
 Economic Development Planner
 Economic & Community Development
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Ann McCormack-Adams, a Nez Perce tribal member, has been in the Economic & Community Development Planning Department under the Executive Director at the Nez Perce tribe for 2.5 years. She currently serves on the Clearwater Economic Development Board of Directors and belongs to the Northwest Native American Financial Peer Group. She is actively representing Nez Perce & Asotin counties in a Creative Vitality Index survey being conducted by WESTAF, the Western Arts Federation to report on the region's arts-related creative economy. In the community, Ann is a leader in assisting with fundraisers for various causes. In 2004 she was

recognized and honored for her visionary leadership in cultural diversity and strong commitment to teaching Native American History from the College of Agricultural, Human, and Natural Resource Sciences at Washington State University where she received her Bachelor of Science Degree in Home Economics with Minors in Business Administration and Native American Studies.



RENEA NELSON
Tourism Grant Analyst
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ReNea, a native Idahoan, joined the Idaho Department of Commerce, Division of Tourism Development, in 1990 where she manages the Idaho Travel Council Grant Program. She actively works with 35-40 non-profit tourism organizations throughout Idaho conducting grant training and assisting in the implementation of approximately \$2.9 million dollars in advertising and marketing projects annually. She is also the program lead for the Voluntourism Initiative, in cooperation with Serve Idaho, Idaho Fish and Game, Idaho Parks and Recreation, U.S. Forest Service, City of Boise Parks and Recreation, and Take Pride America to advance community service programs and activities throughout the state.



SANDRA LEE PINEL, AICP AND PHD
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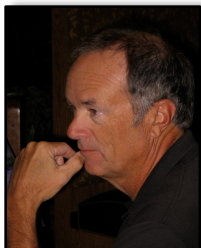
Dr. Sandra Pinel AICP, is assistant professor in the Department of Conservation Social Sciences, College of Natural Resources and academic program coordinator for the Bioregional Planning and Community Design graduate program - teaching and conducting planning outreach to Idaho's local governments. She has a masters and doctorate in Urban and Regional Planning from the University of Wisconsin, Madison, with a BA in anthropology from Brandeis University. Dr. Pinel came to the University of Idaho after a long professional career in rural development, planning, and program development in New Mexico, Minnesota, and Washington D.C. with tribal governments, regional planning agencies, foundations, and the National Rural Development Partnership. She conducts engaged and applied research in cross-cultural landscape protection and regional development and multi-jurisdictional collaborative planning

for rural and urban regions and is a member of the American Institute of Certified Planners and a fellow with the Society for Applied Anthropology.



LORI PORRECA, PHD
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Lori has over nine years of experience working in the public, non-profit and private sectors assisting communities in a variety planning and development efforts including policy analysis for agricultural land management, recreation and master plan development, zoning, land use and food policy analysis, grant writing and fundraising, volunteer coordination, and outreach/collaboration with the general public, elected officials, professionals and stakeholders. She has designed curriculum and outreach education for traditional classrooms and community settings. She has six years of experience designing and implementing socioeconomic, land use, policy and community planning studies in local food system assessment, community perception studies, agricultural land use change assessment, natural resource assessment. She has worked with focus groups, individual and group interviews, community and landscape surveys, and has experience writing and presenting reports, factsheets, articles, and plans for public and professional audiences. Lori has a Masters in Landscape Architecture and Environmental Planning and a Ph.D. in Sociology from Utah State University. Currently, Lori works as a community planner for the Federal Highway Administration and has responsibility for the livability program.



DAVE YADON (FOCUS AREA LEADER)
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Dave Yadon has been the Planning Director for the City of Coeur d'Alene since 1974. After studying Architecture at Washington State University and Urban Planning at Eastern Washington University he began his career with a regional planning agency providing planning services for local governments in the five northern counties of Idaho. When you can get him away from skiing, sailing, sea kayaking or biking, Mr. Yadon and his loyal staff have developed plans and ordinances -from art to zoning - for the one of the fastest growing communities in Idaho with the mission of doing the "right things right". He currently is a member of Eastern

Washington University's Urban and Regional Planning Program's Professional Advisory Board. He is a past president of the Idaho Planning Association and a former board member and/or volunteer for numerous civic agencies and activities.

LISTENING SESSIONS



MIKE FIELD
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Mike is a native of Grand View, Idaho. He grew up on an irrigated row crop farm where dairy and beef cows sometimes supplemented the row crops. He attended public school in Grand View and then went on to attend Utah State, Boise State, Brigham Young and Idaho State Universities. He graduated from BYU with a degree in Political Science. He coupled his practical farm experience with his passion for public policy and spent the last 34 years working for three Presidential Administrations, two US Senators and two Governors. His career has focused on issues associated with rural Idaho both in economic/community development and natural resources management. Mike is married to Debbie Field and they are the parents and grandparents of three great kids and five wonderful grandkids.



LORIE HIGGINS
Associate Professor and Extension Specialist
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Lorie Higgins is an Associate Professor in the Department of Agricultural Economics and Rural Sociology at University of Idaho. As an Extension Specialist in community development, Lorie's primary role is to assist Idaho communities and organizations with a broad range of programs and projects. Current work includes a regional effort called *Two Degrees Northwest*, to develop, support and promote cultural industries, building an entrepreneurship training program, identifying impacts of the Horizons community development program, participating in the Idaho Community Review program as a steering committee member and listening session co-leader, and conducting social assessments as part of the UI Waters of the West program. Nationally, Lorie is a leader in the Enhancing Rural Capacity eXtension Community of Practice.



KATE MANKOFF
Graduate Research Assistant
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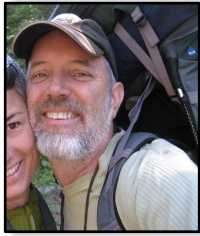
Kate is originally from Texas and moved to Idaho last year to complete a MS in Bioregional Planning and Community Design. She has a BS in Community and Regional Development from University of California, Davis. Her research and interests are focused on food systems, community planning and conflict resolution.



SOREN NEWMAN
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Bioregional Planning and Community Design
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Soren is originally from Cavendish, Idaho (a farming community 11 miles northwest of Orofino, Idaho). She has a BA in Spanish and BS in Sociology from the University of Idaho and a MA in Sociology from Washington State University. Soren is currently a doctoral student studying community and natural resource sociology in the Department of Natural Resource Sciences at Washington State University. Her primary research focuses on how communities respond, recover and adapt to environmental risks and changes.

REPORT WRITER



JON BARRETT
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Jon created Clearstory Studios in 2007 to provide community and economic development, strategic planning, and consensus building services to local and state agencies, tribes, and non-government organizations. He has worked as a community planner, consultant, and Co-Executive Director of Idaho Smart Growth, a statewide non-profit organization. He brings to this work his skills and passionate belief in the transformative power of clear communication. He is a Certified Grant Administrator. In 2004 Jon was named '*Idaho Planner of the Year*' by the Idaho Planning Association.

Please complete this application and return to:
Idaho Rural Partnership
 2270 Old Penitentiary Road, Boise, Idaho 83712 -- (208) 332-8687

Idaho Community Review Application

A Community Visitation Program

Offered in Partnership by the
 Association of Idaho Cities, Idaho Department of Commerce, Idaho Housing & Finance Association,
 U.S. Department of Housing & Urban Development, University of Idaho,
 U.S. Department of Agriculture – Rural Development, & Idaho Rural Partnership

Please submit the answers to the following questions. Cities with populations under 10,000 are eligible to apply.

The community review program is an excellent in-kind value for its cost. Idaho Cities such as Heyburn, Jerome, Hayden, Kooskia, Priest River, Weiser, and Buhl have conducted successful community reviews for under \$2,500. Estimated costs for a community review through a private consulting firm, including salary, travel, lodging, site visit, data collection, and report fees, is well over \$20,000 for equivalent expertise from 15-18 community development professionals.

Your community must agree to accept the following responsibilities to ensure the success of the review:

- Arrange for large and small group meeting sites throughout the review with community leaders and citizens
- Appoint a home team leader for each of the three focus areas you identify who is willing to work with the visiting team leaders to plan and coordinate the community review
- Arrange community tours and meeting agendas in the three focus areas you identify
- Pay for group transportation during the community tours and all team meals (many communities have partnered with school districts and civic groups to share transportation and meal costs)
- Make lodging reservations for the visiting team
- Publicize the community review to maximize community participation
- Assist with survey data collection prior to the community review
- Provide one or two individuals during the review to assist with data entry
- Designate at least two community members to facilitate the follow-up process

Community: Shoshone County – The Silver Valley

Main Contact Person: Marlene Martin

Address/City/State/Zip: 204 Oregon Suite S

Phone, Fax, Email: Office - (208)783-1342, Cell – (208)512-2411, Fax - (208)786-6140
 Email – marlenemartin@shoshonecountyhousing.com

Names/phone numbers/Email addresses of the three Focus Area Team Leaders:

Local Economic Development – Vern Hanson, Silver Valley Economic Development Corporation, (208)752-5511, vern@silvervalleyedc.com

Housing – Marlene Martin – Shoshone County Housing, Inc., (208)783-1342,
marlenemartin@shoshonecountyhousing.com

Community Design & Identity – Jeff Colburn – Silver Mountain Ski & Summer Resort,
(208)783-1111, JeffC@silvermt.com

Circle, or write in, the three focus areas that your community would like to emphasize.
Focus areas might include some combination of the following:

Local Economic Development

Housing

Infrastructure

Community Design & Identity

Land Use Planning

Education

Health Care

Arts, Historic, and Recreation Resources

Seniors and Youth

Civic Life and Community Involvement

Other Focus Area(s): _____

In the Focus Areas identified, what specific issues does your community want to address?

1.) Local Economic Development

Available real estate
Locating future industrial development
Business Recruitment
Marketing
Increase of availability and quality of local jobs
Business Park possibilities
Broadband

2.) Housing

Aging inventory
Affordability
Ownership vs. rent
Impact of ICP

3.) Community Design & Identity

Knocking down walls between individual cities
Branding the “Silver Valley” as a destination

What is the best possible outcome resulting from a community review in your town?

Ideally, this community review would provide a prioritization of needs through the analysis of data and outside observation along with available resource information to pursue.

What strategic planning, business development, enhancement, revitalization, clean-up, contracted or consulting efforts have occurred in your community in the last one to three years? (attach additional sheets, documentation, brochures, or report summaries as necessary)

Silver Valley Transportation Plan – 2010: A transportation plan that identifies projects that would improve the transportation system conducted by Coeur d’Alene-based David Evans and Associates. The city of Pinehurst, as lead agency, was awarded \$298,000 in federal aid funds to develop the plan. 7.34 percent of the funding was matched by valley jurisdictions, including: Pinehurst, Smelterville, Kellogg, Wardner, Osburn, Wallace, Mullan and Shoshone County.
Community Wildfire Protection Plan – 2011 - attached
Multi-Jurisdictional Hazards Mitigation Plan – 2009 - attached
County Emergency Plan – 2008 - attached
Upper Coeur d’Alene Basin Communities/Drainage Control & Infrastructure Revitalization Plan - attached
Economic Stimulus Package/Upper CDA Basin Infrastructure Revitalization – attached
Peaks & Valleys Study – attached
Common Ground - attached

Describe any economic development projects the city would like the visiting team to examine. For the purpose of this question an economic development project is any initiative to attract new business, help retain or expand existing business or improve infrastructure. In your description of the project identify any funders and partners contacted and/or involved with the project.

Biomass: For more than two years, the county has been investigating the possibility of a biomass plant. They had a feasibility study done through McKinstry, Inc. out of Seattle. They have formed a group to continue exploring options for this plant. Surrounding forests have an almost unlimited supply of fuel. They would be partnering with U.S. Forest Service, Idaho Department of Lands and private landowners.

Job Corps Center: Applying for Job Corps Center through the Department of Labor. It is designed for technical training and education for low income and disadvantaged youth, ages 16 – 24. Ideally, it would teach mining, forestry and other careers yet to be determined.

What other projects has your community completed in the last one to three years? (attach additional sheets or information as necessary)

Nine Mile roads – partnership between Wallace & Shoshone County
Rebuilt Gray’s Bridge
Pinehurst Community Park
Veteran Memorial - Kellogg
Restoration of Carnegie Library - Wallace
Sewer & Storm water project - Smelterville
Remediation of Sather Field – Wallace

Wallace City Park – west
Fire mitigation work – 2003 to present (stimulus - \$1.5mm 2010 – 2011)
Noxious weed control – 2010 – 2011 - \$1mm

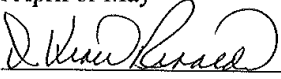
Has your community completed and implemented a Gem Plan? If so, please describe to what extent and attach a copy of the Gem Plan to this application.

Within Shoshone County, there are 7 incorporated cities. The City of Kellogg is a Gem Community and has an active board. Their 2010-2011 plan is attached along with their board member list.

Starting with the 2010 community Reviews, we ask that communities participating in the review process provide brief updates on an annual basis. These updates will share progress the community has made as either a direct or indirect result of the Community Review. IRP will use the information to help future visiting team members adjust and refine their presentations and discussions to better meet the need of the communities participating in the reviews. A secondary purpose will be to measure the impact of reviews and demonstrate how resources and investments are leveraged through the process. This is critical to maintain support for our work with rural Idaho.

What possible dates do you propose for a community review?

Fall 2011 – After September 16th
Spring 2012 – Any time in April or May

Commissioner's Signature: 

Date: 9/28/2011

Please complete this application and return to:
Idaho Rural Partnership
2270 Old Penitentiary Road, Boise, Idaho 83712 -- (208) 332-8687

Silver Valley Community Review

Summary of Results

September 2011

Prepared For:

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University of Idaho
College of Agricultural and Life Sciences

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Executive Summary

- Within the area of infrastructure, the areas receiving the highest satisfaction ratings were city parks, with 78 percent of respondents remarking they were satisfied (either “highly” or “somewhat”), the fire department, with 76 percent of respondents stating they were “somewhat” or “highly” satisfied, with, and the quality of the library, where 69 percent of respondents were satisfied.
- The infrastructure areas receiving the lowest satisfaction ratings were the condition of city streets and roads, with 76 percent of respondents stating they were either “highly” or “somewhat” dissatisfied, the availability of local arts and culture, with 45 percent of respondents indicating dissatisfaction, and the quality of K-12 education, with 41 percent of respondents stating they were dissatisfied.
- Eighty-six percent of survey respondents owned their own home; only a third of those who do not own their own home are interested in home ownership.
- Nearly two-thirds (59 percent) of household purchases are made within the Silver Valley, on average. 37 percent of purchases are made outside the Silver Valley, and six percent are made via Internet.
- When asked about economic development, the areas receiving the highest level of satisfaction were the appearance of public buildings, with 46 percent of survey respondents indicating satisfaction (either “highly” or “somewhat” satisfied), the number of hotels and/or motels, with 39 percent of respondents stating they were satisfied, and the number of restaurants, with 39 percent of respondents indicating satisfaction.
- In the area of economic development, the areas with low levels of satisfaction among survey respondents were the availability of local jobs, the quality of local jobs, and the availability of entertainment opportunities, with 82, 75 71 percent, respectively, of respondents stating they were “highly” or “somewhat” dissatisfied.
- 55 percent of survey respondents felt tourism was “very important” to the local economy, while 76 percent felt that mining was “very important” to the local economy.
- Most respondents (65 percent) work in the same community in which they live.

Methodology

The questionnaire (Appendix A) was mailed in August by Idaho Rural Partnership using voter registration lists. One thousand surveys were mailed. The questionnaire was returned complete or partially complete by 267 individuals; 113 surveys were returned as undeliverable, resulting in an adjusted response rate of 30.1 percent. Data were analyzed in SPSS¹.

¹ SPSS Version 19. (July 30, 2011). Chicago: IBM Inc.

Results

Part 1

1. Condition of city streets and roads.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	108	40.4	40.8	40.8
	Somewhat Dissatisfied	94	35.2	35.5	76.2
	Neutral	22	8.2	8.3	84.5
	Somewhat Satisfied	38	14.2	14.3	98.9
	Highly Satisfied	3	1.1	1.1	100.0
	Total	265	99.3	100.0	
Missing	System	2	.7		
Total		267	100.0		

2. Bicycle and pedestrian access

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	11	4.1	4.2	4.2
	Somewhat Dissatisfied	24	9.0	9.3	13.5
	Neutral	55	20.6	21.2	34.7
	Somewhat Satisfied	77	28.8	29.7	64.5
	Highly Satisfied	92	34.5	35.5	100.0
	Total	259	97.0	100.0	
Missing	System	8	3.0		
Total		267	100.0		

3. Quality of sidewalks.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	47	17.6	18.5	18.5
	Somewhat Dissatisfied	49	18.4	19.3	37.8
	Neutral	57	21.3	22.4	60.2
	Somewhat Satisfied	84	31.5	33.1	93.3
	Highly Satisfied	17	6.4	6.7	100.0
	Total	254	95.1	100.0	
Missing	System	13	4.9		
Total		267	100.0		

4. Condition of city parks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	5	1.9	1.9	1.9
	Somewhat Dissatisfied	15	5.6	5.8	7.8
	Neutral	31	11.6	12.0	19.8
	Somewhat Satisfied	96	36.0	37.2	57.0
	Highly Satisfied	111	41.6	43.0	100.0
	Total	258	96.6	100.0	
Missing	System	9	3.4		
Total		267	100.0		

5. Law enforcement—City Police (Osburn, Kellogg, or Pinehurst)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	21	7.9	9.0	9.0
	Somewhat Dissatisfied	26	9.7	11.1	20.1
	Neutral	48	18.0	20.5	40.6
	Somewhat Satisfied	72	27.0	30.8	71.4
	Highly Satisfied	67	25.1	28.6	100.0
	Total	234	87.6	100.0	
Missing	System	33	12.4		
Total		267	100.0		

6. Law enforcement—Shoshone County Sheriff's Office

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	28	10.5	10.6	10.6
	Somewhat Dissatisfied	35	13.1	13.2	23.8
	Neutral	54	20.2	20.4	44.2
	Somewhat Satisfied	76	28.5	28.7	72.8
	Highly Satisfied	72	27.0	27.2	100.0
	Total	265	99.3	100.0	
Missing	System	2	.7		
Total		267	100.0		

7. Fire Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	5	1.9	1.9	1.9
	Somewhat Dissatisfied	6	2.2	2.3	4.2
	Neutral	48	18.0	18.3	22.5
	Somewhat Satisfied	65	24.3	24.8	47.3
	Highly Satisfied	138	51.7	52.7	100.0
	Total	262	98.1	100.0	
Missing	System	5	1.9		
Total		267	100.0		

8. Water Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	24	9.0	9.8	9.8
	Somewhat Dissatisfied	39	14.6	15.9	25.7
	Neutral	69	25.8	28.2	53.9
	Somewhat Satisfied	50	18.7	20.4	74.3
	Highly Satisfied	63	23.6	25.7	100.0
	Total	245	91.8	100.0	
Missing	System	22	8.2		
Total		267	100.0		

9. Sewage treatment services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	11	4.1	4.4	4.4
	Somewhat Dissatisfied	15	5.6	6.0	10.5
	Neutral	85	31.8	34.3	44.8
	Somewhat Satisfied	69	25.8	27.8	72.6
	Highly Satisfied	68	25.5	27.4	100.0
	Total	248	92.9	100.0	
Missing	System	19	7.1		
Total		267	100.0		

10. Flood Control

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	22	8.2	9.8	9.8
	Somewhat Dissatisfied	27	10.1	12.1	21.9
	Neutral	80	30.0	35.7	57.6
	Somewhat Satisfied	53	19.9	23.7	81.3
	Highly Satisfied	42	15.7	18.8	100.0
	Total	224	83.9	100.0	
Missing	System	43	16.1		
Total		267	100.0		

11. Quality of Library

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	6	2.2	2.4	2.4
	Somewhat Dissatisfied	12	4.5	4.8	7.2
	Neutral	48	18.0	19.1	26.3
	Somewhat Satisfied	61	22.8	24.3	50.6
	Highly Satisfied	124	46.4	49.4	100.0
	Total	251	94.0	100.0	
Missing	System	16	6.0		
Total		267	100.0		

12. Condition of School Buildings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	11	4.1	4.5	4.5
	Somewhat Dissatisfied	24	9.0	9.9	14.5
	Neutral	58	21.7	24.0	38.4
	Somewhat Satisfied	95	35.6	39.3	77.7
	Highly Satisfied	54	20.2	22.3	100.0
	Total	242	90.6	100.0	
Missing	System	25	9.4		
Total		267	100.0		

13. Quality of K-12 Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	24	9.0	21.8	21.8
	Somewhat Dissatisfied	21	7.9	19.1	40.9
	Neutral	23	8.6	20.9	61.8
	Somewhat Satisfied	25	9.4	22.7	84.5
	Highly Satisfied	17	6.4	15.5	100.0
	Total	110	41.2	100.0	
Missing	System	157	58.8		
Total		267	100.0		

14. Availability of Health Care Facilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	32	12.0	12.4	12.4
	Somewhat Dissatisfied	39	14.6	15.1	27.5
	Neutral	43	16.1	16.7	44.2
	Somewhat Satisfied	100	37.5	38.8	82.9
	Highly Satisfied	44	16.5	17.1	100.0
	Total	258	96.6	100.0	
Missing	System	9	3.4		
Total		267	100.0		

15. Quality of General Health Care (e.g. clinics, doctor's offices)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	31	11.6	11.8	11.8
	Somewhat Dissatisfied	38	14.2	14.4	26.2
	Neutral	44	16.5	16.7	43.0
	Somewhat Satisfied	99	37.1	37.6	80.6
	Highly Satisfied	51	19.1	19.4	100.0
	Total	263	98.5	100.0	
Missing	System	4	1.5		
Total		267	100.0		

16. Quality of Hospital.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	43	16.1	16.7	16.7
	Somewhat Dissatisfied	34	12.7	13.2	30.0
	Neutral	43	16.1	16.7	46.7
	Somewhat Satisfied	83	31.1	32.3	79.0
	Highly Satisfied	54	20.2	21.0	100.0
	Total	257	96.3	100.0	
Missing	System	10	3.7		
Total		267	100.0		

17. Availability of Day Care for Children

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	16	6.0	10.9	10.9
	Somewhat Dissatisfied	16	6.0	10.9	21.8
	Neutral	79	29.6	53.7	75.5
	Somewhat Satisfied	24	9.0	16.3	91.8
	Highly Satisfied	12	4.5	8.2	100.0
	Total	147	55.1	100.0	
Missing	System	120	44.9		
Total		267	100.0		

18. Availability of Senior Programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	15	5.6	7.7	7.7
	Somewhat Dissatisfied	30	11.2	15.5	23.2
	Neutral	71	26.6	36.6	59.8
	Somewhat Satisfied	56	21.0	28.9	88.7
	Highly Satisfied	22	8.2	11.3	100.0
	Total	194	72.7	100.0	
Missing	System	73	27.3		
Total		267	100.0		

19. Availability of Drug and Alcohol Treatment Programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	28	10.5	17.1	17.1
	Somewhat Dissatisfied	30	11.2	18.3	35.4
	Neutral	69	25.8	42.1	77.4
	Somewhat Satisfied	27	10.1	16.5	93.9
	Highly Satisfied	10	3.7	6.1	100.0
	Total	164	61.4	100.0	
Missing	System	103	38.6		
Total		267	100.0		

20. Availability of High Speed Internet

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	33	12.4	14.0	14.0
	Somewhat Dissatisfied	56	21.0	23.7	37.7
	Neutral	48	18.0	20.3	58.1
	Somewhat Satisfied	75	28.1	31.8	89.8
	Highly Satisfied	24	9.0	10.2	100.0
	Total	236	88.4	100.0	
Missing	System	31	11.6		
Total		267	100.0		

21. Availability of Local Arts and Cultural Events

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	44	16.5	18.7	18.7
	Somewhat Dissatisfied	62	23.2	26.4	45.1
	Neutral	66	24.7	28.1	73.2
	Somewhat Satisfied	46	17.2	19.6	92.8
	Highly Satisfied	17	6.4	7.2	100.0
	Total	235	88.0	100.0	
Missing	System	32	12.0		
Total		267	100.0		

22. Number of Community Events

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	19	7.1	7.7	7.7
	Somewhat Dissatisfied	43	16.1	17.3	25.0
	Neutral	80	30.0	32.3	57.3
	Somewhat Satisfied	59	22.1	23.8	81.0
	Highly Satisfied	47	17.6	19.0	100.0
	Total	248	92.9	100.0	
Missing	System	19	7.1		
Total		267	100.0		

Part 2

1. Do you own your own home?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	40	15.0	15.5	15.5
	Yes	218	81.6	84.5	100.0
	Total	258	96.6	100.0	
Missing	System	9	3.4		
Total		267	100.0		

2. If you do not own your own home, are you interested in home ownership?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	26	9.7	66.7	66.7
	Yes	13	4.9	33.3	100.0
	Total	39	14.6	100.0	
Missing	System	228	85.4		
Total		267	100.0		

3. Percent of purchases made within the Silver Valley, over the Internet, and outside the Silver

59 percent of purchases (on average) were made within the Silver Valley

6.2 percent of purchases (on average) were made over the Internet

36.8 percent of purchases (on average) were made outside the Silver Valley

Part 3

1. Appearance of business districts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	32	12.0	12.5	12.5
	Somewhat Dissatisfied	74	27.7	29.0	41.6
	Neutral	57	21.3	22.4	63.9
	Somewhat Satisfied	81	30.3	31.8	95.7
	Highly Satisfied	11	4.1	4.3	100.0
	Total	255	95.5	100.0	
Missing	System	12	4.5		
Total		267	100.0		

2. Appearance of public buildings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	20	7.5	7.8	7.8
	Somewhat Dissatisfied	55	20.6	21.5	29.3
	Neutral	60	22.5	23.4	52.7
	Somewhat Satisfied	98	36.7	38.3	91.0
	Highly Satisfied	23	8.6	9.0	100.0
	Total	256	95.9	100.0	
Missing	System	11	4.1		
Total		267	100.0		

3. Availability of Local Jobs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	116	43.4	48.1	48.1
	Somewhat Dissatisfied	81	30.3	33.6	81.7
	Neutral	27	10.1	11.2	92.9
	Somewhat Satisfied	12	4.5	5.0	97.9
	Highly Satisfied	5	1.9	2.1	100.0
	Total	241	90.3	100.0	
Missing	System	26	9.7		
Total		267	100.0		

4. Quality of Local Jobs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	80	30.0	33.8	33.8
	Somewhat Dissatisfied	97	36.3	40.9	74.7
	Neutral	36	13.5	15.2	89.9
	Somewhat Satisfied	23	8.6	9.7	99.6
	Highly Satisfied	1	.4	.4	100.0
	Total	237	88.8	100.0	
Missing	System	30	11.2		
Total		267	100.0		

5. Number of Local Businesses

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	50	18.7	20.0	20.0
	Somewhat Dissatisfied	98	36.7	39.2	59.2
	Neutral	65	24.3	26.0	85.2
	Somewhat Satisfied	32	12.0	12.8	98.0
	Highly Satisfied	5	1.9	2.0	100.0
	Total	250	93.6	100.0	
Missing	System	17	6.4		
Total		267	100.0		

6. Level of Business Involvement in the Community

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	19	7.1	7.7	7.7
	Somewhat Dissatisfied	58	21.7	23.5	31.2
	Neutral	84	31.5	34.0	65.2
	Somewhat Satisfied	65	24.3	26.3	91.5
	Highly Satisfied	21	7.9	8.5	100.0
	Total	247	92.5	100.0	
Missing	System	20	7.5		
Total		267	100.0		

7. Variety of Goods Available in Stores

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	46	17.2	17.8	17.8
	Somewhat Dissatisfied	89	33.3	34.5	52.3
	Neutral	41	15.4	15.9	68.2
	Somewhat Satisfied	71	26.6	27.5	95.7
	Highly Satisfied	11	4.1	4.3	100.0
	Total	258	96.6	100.0	
Missing	System	9	3.4		
Total		267	100.0		

8. Number of Restaurants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	38	14.2	14.9	14.9
	Somewhat Dissatisfied	54	20.2	21.2	36.1
	Neutral	60	22.5	23.5	59.6
	Somewhat Satisfied	78	29.2	30.6	90.2
	Highly Satisfied	25	9.4	9.8	100.0
	Total	255	95.5	100.0	
Missing	System	12	4.5		
Total		267	100.0		

9. Number of Hotels and/or Motels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	20	7.5	8.2	8.2
	Somewhat Dissatisfied	34	12.7	13.9	22.1
	Neutral	85	31.8	34.8	57.0
	Somewhat Satisfied	80	30.0	32.8	89.8
	Highly Satisfied	25	9.4	10.2	100.0
	Total	244	91.4	100.0	
Missing	System	23	8.6		
Total		267	100.0		

10. Number of Banks/Financial Institutions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	5	1.9	4.1	4.1
	Somewhat Dissatisfied	13	4.9	10.7	14.9
	Neutral	31	11.6	25.6	40.5
	Somewhat Satisfied	42	15.7	34.7	75.2
	Highly Satisfied	30	11.2	24.8	100.0
	Total	121	45.3	100.0	
Missing	System	146	54.7		
Total		267	100.0		

11. Number of Entertainment Opportunities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	83	31.1	33.1	33.1
	Somewhat Dissatisfied	95	35.6	37.8	70.9
	Neutral	35	13.1	13.9	84.9
	Somewhat Satisfied	29	10.9	11.6	96.4
	Highly Satisfied	9	3.4	3.6	100.0
	Total	251	94.0	100.0	
Missing	System	16	6.0		
Total		267	100.0		

12. Availability of Vocational or Workforce Training Programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	65	24.3	29.7	29.7
	Somewhat Dissatisfied	71	26.6	32.4	62.1
	Neutral	59	22.1	26.9	89.0
	Somewhat Satisfied	16	6.0	7.3	96.3
	Highly Satisfied	8	3.0	3.7	100.0
	Total	219	82.0	100.0	
Missing	System	48	18.0		
Total		267	100.0		

13. Availability of Higher Education Opportunities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	49	18.4	21.5	21.5
	Somewhat Dissatisfied	72	27.0	31.6	53.1
	Neutral	54	20.2	23.7	76.8
	Somewhat Satisfied	41	15.4	18.0	94.7
	Highly Satisfied	12	4.5	5.3	100.0
	Total	228	85.4	100.0	
Missing	System	39	14.6		
Total		267	100.0		

14. Quality of Available Housing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	38	14.2	16.3	16.3
	Somewhat Dissatisfied	67	25.1	28.8	45.1
	Neutral	74	27.7	31.8	76.8
	Somewhat Satisfied	43	16.1	18.5	95.3
	Highly Satisfied	11	4.1	4.7	100.0
	Total	233	87.3	100.0	
Missing	System	34	12.7		
Total		267	100.0		

15. Affordability of Homes for Purchase

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	41	15.4	17.5	17.5
	Somewhat Dissatisfied	49	18.4	20.9	38.5
	Neutral	79	29.6	33.8	72.2
	Somewhat Satisfied	47	17.6	20.1	92.3
	Highly Satisfied	18	6.7	7.7	100.0
	Total	234	87.6	100.0	
Missing	System	33	12.4		
Total		267	100.0		

16. Affordability of Rent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	49	18.4	23.2	23.2
	Somewhat Dissatisfied	49	18.4	23.2	46.4
	Neutral	71	26.6	33.6	80.1
	Somewhat Satisfied	33	12.4	15.6	95.7
	Highly Satisfied	9	3.4	4.3	100.0
	Total	211	79.0	100.0	
Missing	System	56	21.0		
Total		267	100.0		

Part 4

1. How important is tourism to the local economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	145	54.3	55.3	55.3
	Somewhat Important	57	21.3	21.8	77.1
	Neutral	17	6.4	6.5	83.6
	Somewhat Unimportant	10	3.7	3.8	87.4
	Very Unimportant	33	12.4	12.6	100.0
	Total	262	98.1	100.0	
Missing	System	5	1.9		
Total		267	100.0		

2. How important is mining to the local economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	198	74.2	75.9	75.9
	Somewhat Important	12	4.5	4.6	80.5
	Neutral	8	3.0	3.1	83.5
	Somewhat Unimportant	4	1.5	1.5	85.1
	Very Unimportant	39	14.6	14.9	100.0
	Total	261	97.8	100.0	
Missing	System	6	2.2		
Total		267	100.0		

Part 5 (Demographics)

1. What community do you live in?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	1.9	1.9	1.9
Eville	1	.4	.4	2.2
Kellogg	69	25.8	25.8	28.1
Kingston	8	3.0	3.0	31.1
Mullan	15	5.6	5.6	36.7
Osburn	35	13.1	13.1	49.8
Pinehurst	77	28.8	28.8	78.7
Silverton	5	1.9	1.9	80.5
Smeltonville	10	3.7	3.7	84.3
Wallace	41	15.4	15.4	99.6
Wardner	1	.4	.4	100.0
Total	267	100.0	100.0	

2. Do you commute to another community to work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	167	62.5	65.2	65.2
	Yes	89	33.3	34.8	100.0
	Total	256	95.9	100.0	
Missing	System	11	4.1		
Total		267	100.0		

Average numbers of miles for commute: 16.3

3. Which of the following recreational activities do you or members of your household participate in?

		Frequency	Percent	Valid Percent
	Biking	141	52.8	60.0
	Hiking	117	43.8	49.8
	Riding ATVs	108	40.4	46.0
	Skiing/Snowboarding	78	29.2	33.1
	Other	130	48.7	54.6
Missing	System	32	12.0	
Total		267	100.0	

Other:

	Frequency	Percent
horse riding, boating	1	.4
hunting	1	.4
hunting, fishing	1	.4
swimming	1	.4
swimming, snowmobiling	1	.4
boating	4	1.5
bowling, walking	1	.4
camping	7	2.6
fishing	11	4.1
fishing, camping	1	.4
fishing, camping, golf	1	.4
fishing, golf	1	.4
fishing, hunting	8	3.0
fishing, swimming	1	.4
golf	5	1.9
high school sports	1	.4
horseriding	1	.4
hunting	8	3.0
hunting, fishing	5	1.9
motorcycles, camping, snowmobile	1	.4
riding horses	1	.4

running	1	.4
running, fishing	1	.4
snow machines, fishing	1	.4
snowcaving	1	.4
snowmobiling, horse riding	1	.4
snowshoeing	1	.4
snowshoeing	1	.4
swimming	3	1.1
walking	8	3.0
water sports	1	.4
Total	267	100.0

4. How do you prefer to receive information?

	Frequency	Percent	Valid Percent
Valid Television	152	56.9	61.8
Radio	93	34.8	37.8
Churches	49	18.4	19.9
Community Organizations	80	30.0	32.5
Websites	98	36.7	39.8
Newspapers	31	11.6	12.6
Total	246	92.1	100.0
Missing System	21	7.9	
Total	267	100.0	

5. Sex of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	155	58.1	60.5	60.5
	Male	101	37.8	39.5	100.0
	Total	256	95.9	100.0	
Missing	System	11	4.1		
Total		267	100.0		

Years of Residency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	23	8.6	8.6	8.6
	6-10 years	26	9.7	9.7	62.5
	11-15 years	21	7.9	7.9	16.5
	16-20 years	24	9.0	9.0	25.5
	21-30 years	40	15.0	15.0	40.4
	31-40 years	33	12.4	12.4	52.8
	More than 40 yrs	100	37.5	37.5	100.0
	Total	267	100.0	100.0	

Blank Survey Form

SILVER VALLEY COMMUNITY REVIEW

*This purpose of this questionnaire is to assess residents' perceptions of different aspects of the Silver Valley, including infrastructure, economic development, and your involvement within the community. This study is being conducted as part of the Silver Valley Community Review, which begins September 18, 2011. Your response is important to us! Results will remain confidential and will only be reported as totals with no identifying information. **Please respond using the self-addressed stamped envelope by August 19, 2011.***

Part 1: Infrastructure: In this section of the questionnaire, please rate your satisfaction with each aspect of the Silver Valley services. If you do not use or receive a particular service (for example if you have a well rather than receive water from the City), please mark not applicable (N/A).

	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A
1. Condition of city streets and roads	1	2	3	4	5	N/A
2. Bicycle and pedestrian access	1	2	3	4	5	N/A
3. Quality of sidewalks	1	2	3	4	5	N/A
4. Condition of local parks.	1	2	3	4	5	N/A
5. Law enforcement—City Police in Osburn, Kellogg, or Pinehurst.	1	2	3	4	5	N/A
6. Law enforcement--Shoshone County Sheriff's office	1	2	3	4	5	N/A
7. Fire Department	1	2	3	4	5	N/A
8. Water Department	1	2	3	4	5	N/A
9. Sewage treatment services	1	2	3	4	5	N/A
10. Flood control	1	2	3	4	5	N/A
11. Quality of library	1	2	3	4	5	N/A
12. Condition of school buildings	1	2	3	4	5	N/A
13. Quality of K-12 Education	1	2	3	4	5	N/A
14. Availability of health care facilities	1	2	3	4	5	N/A
15. Quality of general health care services (e.g. clinics, doctor's offices)	1	2	3	4	5	N/A
16. Quality of hospital	1	2	3	4	5	N/A
17. Availability of day care for children	1	2	3	4	5	N/A
18. Availability of Senior programs	1	2	3	4	5	N/A
19. Availability of drug and alcohol treatment programs	1	2	3	4	5	N/A
20. Availability of high speed Internet service	1	2	3	4	5	N/A
21. Availability of local arts and cultural opportunities	1	2	3	4	5	N/A
22. Number of community events.	1	2	3	4	5	N/A

Part 2: Home Ownership and Household Purchases

1. Do you own your own home? _____ Yes _____ No
2. If you do not own your own home, are you interested in home ownership? _____ Yes _____ No
3. What proportion of your household purchases are made... (total should add up to 100%)
_____ within the Silver Valley _____ over the Internet _____ outside the Silver Valley

Part 3: Economic Development: In this section of the questionnaire, please rate your satisfaction with each of the following aspects of the Silver Valley's economy. Please consider only those businesses or services located within Shoshone County. If you are not familiar with a particular service, please mark not applicable (N/A).

	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A
1. Appearance of business districts	1	2	3	4	5	N/A
2. Appearance of public buildings	1	2	3	4	5	N/A
3. Availability of local jobs	1	2	3	4	5	N/A
4. Quality of local jobs	1	2	3	4	5	N/A
5. Number of local businesses	1	2	3	4	5	N/A
6. Level of business involvement in the community	1	2	3	4	5	N/A
7. Variety of goods available in stores	1	2	3	4	5	N/A
8. Number of restaurants	1	2	3	4	5	N/A
9. Number of hotels and/or motels	1	2	3	4	5	N/A
10. Number of banks/financial institutions						
11. Number of entertainment opportunities	1	2	3	4	5	N/A
12. Availability of vocational or workforce training programs	1	2	3	4	5	N/A
13. Availability of higher education opportunities	1	2	3	4	5	N/A
14. Quality of available housing	1	2	3	4	5	N/A
15. Affordability of homes for purchase	1	2	3	4	5	N/A
16. Affordability of rent	1	2	3	4	5	N/A

Part 4: Silver Valley Economy

	Very Important	Somewhat Important	Neutral	Somewhat Unimportant	Very Unimportant
1. How important is tourism to the local economy?	1	2	3	4	5
2. How important is mining to the local economy?	1	2	3	4	5

Part 5: Demographics. The following questions are asked for data analysis purposes.

1. What community do you live in (mark one)?
 Kellogg Mullan Osburn Pinehurst Smeltonville Wallace
2. Do you commute to another community to work? Yes (*how far?* miles) No
3. Which of the following recreational activities do you or members of your household participate in (please mark all that apply)?
 Bike riding Hiking Riding ATVs Skiing/Snowboarding Other _____
4. How do you prefer to receive information about your community? (please mark all that apply)
 Television Radio Churches Community organizations Websites
5. Are you... Male Female
6. How many years have you lived in this county? Number of years

Open Ended Comments

Bring back slot machines, tourist will come

I'm 84 and live in a trailer park.

Have owned this property for 13 years as a 2nd home

City of Osburn cut down 300 yr old white pine trees in the park. They were healthy. Wallace is a disgrace. Osburn's beautiful rural setting has been mutilated by greedy industrialists.

I fell on their sidewalk and has to be in the hospital for 7.5 months

Silver Valley Road between Wallace and Osburn really bad. Wallace downtown is ok but neighborhood streets and sidewalks really bad.

Get the EPA and DEQ out of here. I will never spend a dime at the Gondola.

Need more doctors, poor hospital in Kellogg

Service businesses can't support the area like industry once did. Surface industry from mining and logging was inoperative and is now prohibited by policy of politics. This is a skewed survey. We do not need to upgrade infrastructure with grants that require a match. We can't afford it. We'll lose even more businesses. Declining disposable income should mean an immediate reduction in local services and taking districts not an expansion. Workers must be able to pass a drug test to be hired. A high percentage of younger folks can't pass the test in recent years in our area. We have uncertified teachers especially on the elementary level. Water quality was far superior before requirement to switch to a well. Now we ingest heavy metals and fight more pipe corrosion and expense. Even the higher waste pressures required for delivery uphill has created big problems for everyone.

Kellogg Hospital is horrible. We go to CdA. Poor health care in Kellogg.

Need better schools, better arts, sport programs

Wallace City steps very dangerous, not satisfied with health care facilities, high speed internet is not affordable

I recommend against switching the scale of rating such as between part 3 and part 4 for consistency and ease for participants. Part 4 should have been set up with 5 as very important.

Silver Valley Community Review





1. Please rate your satisfaction with each aspect of the Silver Valley services. If you do not use a particular service (for example if you have a well rather than receive water from the city) please mark not applicable (N/A).



	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A	Rating Average
1. Condition of city streets and roads	28.7% (48)	46.7% (78)	7.2% (12)	16.2% (27)	1.2% (2)	0.0% (0)	2.14
2. Bicycle and pedestrian access	1.8% (3)	7.2% (12)	8.4% (14)	30.7% (51)	51.8% (86)	0.0% (0)	4.23
3. Quality of sidewalks	11.5% (19)	31.5% (52)	15.8% (26)	29.1% (48)	10.9% (18)	1.2% (2)	2.96
4. Condition of local parks.	1.2% (2)	7.1% (12)	8.9% (15)	38.7% (65)	42.9% (72)	1.2% (2)	4.16
5. Law enforcement—City Police in Osburn, Kellogg, or Pinehurst.	4.8% (8)	11.9% (20)	20.8% (35)	24.4% (41)	29.8% (50)	8.3% (14)	3.68
6. Law enforcement--Shoshone County Sheriff's office	9.5% (16)	12.5% (21)	17.9% (30)	28.6% (48)	29.8% (50)	1.8% (3)	3.58
7. Fire Department	0.0% (0)	2.4% (4)	12.5% (21)	23.2% (39)	57.7% (97)	4.2% (7)	4.42
8. Water Department	12.7% (21)	12.7% (21)	16.9% (28)	24.7% (41)	27.7% (46)	5.4% (9)	3.45
9. Sewage treatment services	1.8% (3)	10.9% (18)	25.5% (42)	23.6% (39)	29.7% (49)	8.5% (14)	3.75
10. Flood control	9.1% (15)	7.3% (12)	27.9% (46)	23.6% (39)	18.2% (30)	13.9% (23)	3.40
11. Quality of library	1.2% (2)	6.0% (10)	22.8% (38)	24.0% (40)	36.5% (61)	9.6% (16)	3.98
12. Condition of school buildings	2.4% (4)	11.5% (19)	21.2% (35)	30.3% (50)	25.5% (42)	9.1% (15)	3.71
13. Quality of K-12 Education	9.7% (16)	17.6% (29)	18.8% (31)	23.6% (39)	17.0% (28)	13.3% (22)	3.24

14. Availability of health care facilities	8.5% (14)	12.7% (21)	15.2% (25)	38.8% (64)	24.2% (40)	0.6% (1)	3.58
15. Quality of general health care services (e.g. clinics, doctor's offices)	9.6% (16)	17.5% (29)	13.9% (23)	34.9% (58)	23.5% (39)	0.6% (1)	3.45
16. Quality of hospital	8.4% (14)	18.1% (30)	11.4% (19)	24.1% (40)	36.1% (60)	1.8% (3)	3.63
17. Availability of day care for children	7.8% (13)	13.8% (23)	28.7% (48)	12.0% (20)	1.8% (3)	35.9% (60)	2.79
18. Availability of Senior programs	4.3% (7)	8.5% (14)	30.5% (50)	20.1% (33)	6.1% (10)	30.5% (50)	3.22
19. Availability of drug and alcohol treatment programs	12.8% (21)	17.7% (29)	25.0% (41)	10.4% (17)	2.4% (4)	31.7% (52)	2.59
20. Availability of high speed Internet service	14.3% (24)	20.8% (35)	14.3% (24)	30.4% (51)	20.2% (34)	0.0% (0)	3.21
21. Availability of local arts and cultural opportunities	18.8% (31)	28.5% (47)	24.2% (40)	16.4% (27)	7.3% (12)	4.8% (8)	2.63
22. Number of community events.	8.4% (14)	19.9% (33)	24.1% (40)	27.1% (45)	18.7% (31)	1.8% (3)	3.28
answered question							
skipped question							

2. Do you own your own home?

		Response Percent	Response Count
Yes		87.0%	141
No		13.0%	21
answered question			162
skipped question			7

3. If you do not own your own home, are you interested in home ownership?

		Response Percent	Response Count
Yes		57.6%	19
No		42.4%	14
answered question			33
skipped question			136

4. What proportion of your household purchases are made... (total should add up to 100%)

	Response Average	Response Total	Response Count
Within the Silver Valley	56.04	9,134	163
Over the Internet	13.99	2,043	146
Outside the Silver Valley	32.24	5,223	162
answered question			164
skipped question			5

5. Please consider only those businesses or services located within Shoshone County. If you are not familiar with a particular service, please mark not applicable (N/A).







	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A	Rating Average
1. Appearance of business districts	13.9% (22)	37.3% (59)	13.9% (22)	29.7% (47)	4.4% (7)	0.6% (1)	2.73
2. Appearance of public buildings	5.8% (9)	26.9% (42)	16.7% (26)	42.3% (66)	8.3% (13)	0.0% (0)	3.21
3. Availability of local jobs	39.0% (62)	39.0% (62)	8.8% (14)	9.4% (15)	0.6% (1)	3.1% (5)	1.90
4. Quality of local jobs	29.7% (47)	38.0% (60)	13.9% (22)	12.7% (20)	3.2% (5)	2.5% (4)	2.19
5. Number of local businesses	20.3% (32)	44.9% (71)	13.9% (22)	20.9% (33)	0.0% (0)	0.0% (0)	2.35
6. Level of business involvement in the community	12.7% (20)	20.9% (33)	23.4% (37)	29.1% (46)	12.0% (19)	1.9% (3)	3.07
7. Variety of goods available in stores	12.6% (20)	38.4% (61)	15.7% (25)	29.6% (47)	3.8% (6)	0.0% (0)	2.74
8. Number of restaurants	13.9% (22)	31.0% (49)	18.4% (29)	27.8% (44)	8.9% (14)	0.0% (0)	2.87
9. Number of hotels and/or motels	5.7% (9)	13.2% (21)	31.4% (50)	34.0% (54)	12.6% (20)	3.1% (5)	3.36
10. Number of banks/financial institutions	1.9% (3)	5.7% (9)	20.9% (33)	44.9% (71)	26.6% (42)	0.0% (0)	3.89
10. Number of entertainment opportunities	28.9% (46)	46.5% (74)	10.1% (16)	9.4% (15)	5.0% (8)	0.0% (0)	2.15
11. Availability of vocational or workforce training programs	17.1% (27)	27.8% (44)	29.1% (46)	13.3% (21)	1.9% (3)	10.8% (17)	2.50
12. Availability of higher education opportunities	12.8% (20)	33.3% (52)	21.2% (33)	21.2% (33)	5.8% (9)	5.8% (9)	2.72
13. Quality of available housing	11.4% (18)	29.7% (47)	26.6% (42)	20.3% (32)	3.2% (5)	8.9% (14)	2.72
14. Affordability of homes for purchase	12.1% (19)	17.8% (28)	25.5% (40)	26.8% (42)	8.9% (14)	8.9% (14)	3.03

15. Affordability of rent	10.1% (16)	20.8% (33)	28.3% (45)	15.1% (24)	7.5% (12)	18.2% (29)	2.87
answered question							
skipped question							



6. Silver Valley Economy

	Very Important	Somewhat Important	Neutral	Somewhat Unimportant	Very Unimportant	Rating Average	Response Count
1. How important is tourism to the local economy?	67.9% (108)	20.1% (32)	3.1% (5)	3.8% (6)	5.0% (8)	1.58	
2. How important is mining to the local economy?	88.1% (140)	3.8% (6)	2.5% (4)	0.6% (1)	5.0% (8)	1.31	
answered question							
skipped question							





7. What community do you live in (mark one)?

	Response Percent	Response Count
Kellogg 	36.0%	54
Mullan 	2.7%	4
Osburn 	14.7%	22
Pinehurst 	29.3%	44
Smeltonville 	1.3%	2
Wallace 	16.0%	24
answered question		150
skipped question		19






8. Do you commute to another community to work?

		Response Percent	Response Count
Yes		50.0%	78
No		50.0%	78
If "yes" how far do you commute?			76
answered question			156
skipped question			13



9. Which of the following recreational activities do you or members of your household participate in (please mark all that apply)?

		Response Percent	Response Count
Bike riding		76.2%	112
Hiking		57.8%	85
Riding ATVs		51.0%	75
Skiing/Snowboarding		51.0%	75
Other (please specify)			76
answered question			147
skipped question			22

10. How do you prefer to receive information about your community? (please mark all that apply)

		Response Percent	Response Count
Television		49.7%	74
Radio		22.8%	34
Churches		14.8%	22
Community organizations		45.6%	68
Websites		73.8%	110
answered question			149
skipped question			20

11. Are you...

		Response Percent	Response Count
Male		31.8%	50
Female		68.2%	107
answered question			157
skipped question			12

12. How many years have you lived in this county?

	Response Average	Response Total	Response Count
Number of years	24.71	3,879	157
answered question			157
skipped question			12

Master Schedule**Tuesday, September 13th**

2:30 – 5:00 Tour of the Silver Valley

5:00 – 6:00 Dinner @ Shoshone Room

6:00 – 6:45 Listening Session – Shoshone Room @ Silver Mountain

7:00 – 9:00 Community Meeting – Kellogg Middle School

Wednesday, September 14th

7:00 – 8:00 Breakfast – Shoshone Room

- EPA History – Jerry Cobb
- Silver Valley History – Shauna Hillman
- Sewer District – Ross Stout
- Central Shoshone Water – Barney Norris

9:00 – 1:00 Focus Teams – Scheduled Meetings

1:00 – 2:00 Lunch – Shoshone Medical Center

2:00 – 6:00 Focus Teams – Continue Scheduled Meetings

6:00 – 7:30 Dinner – Kellogg City Park

Thursday, September 15th

7:30 – 8:30 Breakfast – Health & Education Building

8:30 – 12:00 Visiting Team recap meetings – H & E Building

12:00 – 1:00 Lunch

1:00 – 4:45 Visiting Team recap meetings

4:45 – 5:30 Visiting Team Down time

5:30 – 6:30 Dinner – Good Samaritan Center

7:00 – 9:00 – Community Meeting – Wallace Junior/Senior High School

Itinerary – Economic Development

Wednesday, September 14th

9:15 – 10:00 Government Gulch – Proposed Site for Biomass Plant and Job Corp

- Vince Rinaldi, County Commissioner

10:15 – 10:45 Kellogg Plastics Manufacturing – Smeltonville

- Don Rumpel, owner

11:15 – 12:00 Water Treatment Plant – Enaville

- Barney Norris, Manager, Central Shoshone Water District

12:15 – 12:45 Driving tour of Uptown Kellogg & tour of North Idaho College Satellite Campus

1:00 – 2:00 Lunch – Shoshone Medical Center

2:00 – 2:30 Shoshone Medical Center Tour – Kellogg

2:45 – 3:30 Silver Needle Manufacturing – Big Creek

- Brenda & Larry Stinson, Owners

3:45 – 4:00 Drive Through Tour of Wallace

4:30 – 5:15 Lucky Friday Mine – Mullan

- Mike Dexter, Retired Manager, Lucky Friday

Itinerary – Housing

Wednesday, September 14

9:00 – Leave Breakfast

9:15 – Realtors/Lenders/Title Companies – Broken Wheel

11:00 – Property Managers – Broken Wheel

12:15 – Tour Kellogg Property

1:00 – Lunch – Shoshone Medical Center

2:30 – County & City Planners – Shoshone County Courthouse

3:45 – Shoshone County Clerk – Homeless and indigent needs – Shoshone County Courthouse

4:45 – Return to base camp

Itinerary – Community Design and Identity

Wednesday, September 14th

7:00-9:00 am	Breakfast at Noah's (Silver Mountain)
9:30-10 am	Trolley tour of Wallace
10-10:30 am	Discussion with Jim McReynolds from Wallace Museum and Rick Shaffer from Wallace Inn
11:00-12:00	Lookout and Hiawatha Trail with Bill Jennings (Marketing Director)
10:15-12.15	Tour of Wallace, quick tour of Sierra Mine Drive by of Lucky Friday and Mullan
1:00-2:00	Lunch
2:00-3:30	Tour of Silver Mountain and Kellogg – discussion with Silver Managers, Kevin Woody of McDonalds and Mike Domy from Excelsior Cycle and Sport
3:30-4:30	Tour of Pinehurst and go upriver
4:30-5:30	Tour new museum at Cataldo and discussion with Joe Peak (Enaville Resort), Bill Scudder (former Ranger at Cataldo), and Ranger Durfee (current Ranger at Cataldo)
6:00	Return for dinner

Itinerary for Listening Team I

Wednesday, September 14th

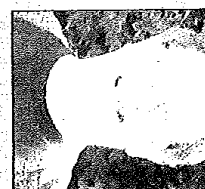
9:15 – 10:15	Law Enforcement Leaders – Silver Spoon Restaurant – Kellogg
10:30 – 11:30	Kellogg School District – Teachers and Students
12:00 – 1:00	Combined Chambers of Commerce – Wallace Inn -- Wallace
1:30 – 2:30	Wallace School District – Students and Teachers
2:30 – 3:30	Senior Citizens – Wallace Senior Center
3:30 – 4:30	Elected Officials – Courthouse - Wallace

Itinerary for Listening Team II

Wednesday, September 14th

9:30 – 10:30	Mullan Townspeople – Mullan City Hall
10:30 – 11:30	Mullan School District – Mullan High School
12:00 – 12:45	Osburn Townspeople – Osburn City Hall
1:00 – 2:00	Lunch – Shoshone Medical Center – Kellogg
2:15 – 3:15	Smelterville Townspeople – Smelterville City Hall
3:30 – 4:30	Pinehurst Townspeople – Pinehurst City Hall

NEWS-PRESS



A7

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Silver Valley opinions sought

Community meeting follows survey on housing, economic development

By KELSEY SAINTZ
Staff writer

Many Silver Valley residents completed a survey about the community either by mail or on the Internet late last month. In case you missed it, or had more to say, Tuesday's your lucky day. Residents will have the opportunity to get in their two cents at 7 p.m. at Kellogg Middle School -- the topics of discussion are housing, economic development and community identity. "It gives them an opportunity to express their opinion," said

Marlene Martin, the executive director of Shoshone County Housing. "The more people we can get, the better."

Martin, as well as Silver Mountain Resort General Manager Jeff Colburn and Vern Hanson of the Silver Valley Economic Development Corp., are the group's local leaders. Local representatives and the Idaho Rural Partnership are performing a review of the valley next week and need all the input they can get to suggest ways to improve the community.

The review is sponsored by

Shoshone County.

IRP chooses two communities per year to review. Three teams, composed of volunteer Silver Valley residents and representatives from various state agencies, will tour the valley in-depth. Another group will talk to specific demographics, such as senior citizens, high school seniors, realtors and others.

All information, including public input from the meeting, will be compiled and presented at 7 p.m. Thursday at Wallace Junior-Senior High School. The review teams will make recom-

mendations for how the area can be improved.

That's the main reason for completing the review, Martin said. "It's kind of like a road map of things you can do to help the community."

Results from the visit and recommendations should be on IRP's website by mid-November. They could affect the community in a variety of ways -- for housing, the review could give direction as to how to rehabilitate or update older homes. It could also help enhance current businesses and develop new ones as well.

SHOSHONE NEWS-PRESS

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D1



Back at full speed

Plenty of ideas to improve our region

By KELSEY SAINTZ
Staff writer

The Idaho Rural Partnership and representatives from various state agencies presented preliminary plans Thursday

night regarding how to improve the Silver Valley.

"A lot of it is what we know already about ourselves," said Marlene Martin, a local leader in the project, who noted it's nice to have those thoughts reaffirmed.



Courtesy photo

Vern Hanson of the Silver Valley Economic Development Corporation addressed the audience Tuesday night during the Idaho Rural Partnership Community Review meeting at Kellogg Middle School. The visiting team, home team and citizens broke out into three groups to brainstorm housing, economic development and community design and identity, and the visiting team presented a preliminary report Thursday.

The group, called the visiting team, said people outside the valley look in and see beauty and notice how the land has healed itself.

In the area of economic development, the team said there's a need for a business incubator in the area. The valley should be utilizing revolving loan funds through Panhandle Area Council and should try to attract new businesses to the area that

complement existing businesses.

The community identity and design portion of the visiting team said every community is distinct and unique, and working together doesn't mean changing that identity.

"There are common threads that run through the entire valley," Martin said, such as transportation — there's Interstate 90, bike trails and the river.

see IDEAS, A6

IDEAS

from A1

The whole valley also shares the same access to outdoor recreation and the rich mining economy. They emphasized the power of combined marketing in an effort to keep people in the valley.

The housing portion of the team stressed education.

People should know what grants and programs are available to assist people financially with home repairs. For example, improvements such as ramps, grab bars and roll-in showers can help enable elderly residents to live independently longer.

It was also recommended that youth and service groups should be utilized to help neighborhoods in the spring. They could help paint or fix up lawns.

Martin, the executive director of Shoshone County Housing, said the

group noted the older housing stock available and mentioned area multi-family housing had a negative connotation, and it shouldn't.

"Because we need every type of housing," she said, "to suits all types of people."

A major factor in the group's recommendations was results from a survey.

One thousand surveys were mailed to Silver Valley residents, and 267 were returned complete. The online version of the survey was completed by 169. A listening meeting was held Tuesday to allow residents to give the group more detail.

To help develop their opinions, the visiting team also toured the valley last week. The IRP report should be available in six to eight weeks.



CULTURAL HERITAGE TOURISM 2011 FACT SHEET

What is cultural heritage tourism?

Cultural heritage tourism means traveling to experience the places and activities that authentically represent the stories and people of the past and present. It includes irreplaceable historic, cultural and natural resources. To learn more about cultural heritage tourism go to www.culturalheritagetourism.org.

What benefits does cultural heritage tourism offer?

Tourism is big business. In 2009, travel and tourism directly contributed \$704.4 billion to the U.S. economy. Travel and tourism is one of America's largest employers, directly employing more than 7.4 million people and creating a payroll income of \$186.3 billion, and \$113 billion in tax revenues for federal, state and local governments. (Source: U. S. Travel Association, 2010)

In addition to creating new jobs, new business and higher property values, well-managed tourism improves the quality of life and builds community pride. According to a 2009 national research study on U.S. Cultural and Heritage Travel by Mandela Research, 78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling translating to 118.3 million adults each year. Cultural and heritage visitors spend, on average, \$994 per trip compared to \$611 for all U.S. travelers. Perhaps the biggest benefits of cultural heritage tourism, though, are diversification of local economies and preservation of a community's unique character. (Source: Cultural & Heritage Traveler Study, Mandela Research, LLC)

What challenges can cultural heritage tourism bring?

One challenge is ensuring that tourism does not destroy the very heritage that attracts visitors in the first place. Furthermore, tourism is a competitive, sophisticated, fast-changing industry that presents its own challenges. It is generally a clean industry: no smokestacks or dangerous chemicals. But it does put demands on the infrastructure — on roads, airport, water supplies and public services like police and fire protection.

What makes cultural heritage tourism work?

By working in local communities across the country over the past decade, the National Trust has developed five guiding principles to create a sustainable cultural heritage tourism program.

- 1) Collaborate
- 2) Find the fit between a community and tourism
- 3) Make sites and programs come alive
- 4) Focus on quality and authenticity
- 5) Preserve and protect resources

What does the National Trust’s Heritage Tourism Program do?

The Heritage Tourism Program provides technical assistance in strategic planning, preservation, tourism development, interpretation and marketing on a fee-for-service basis. The Heritage Tourism Program has also developed a series of “how-to” publications and programs to help individuals and organizations developing cultural heritage tourism programs. For more information check out www.preservationnation.org/issues/heritage-tourism/ and www.culturalheritagetourism.org

What’s new in cultural heritage tourism in 2011?

There’s no question that the entire tourism industry, including cultural heritage tourism, is still feeling the impacts of the economic downturn that began in 2008. The direct contribution of travel and tourism to the U.S. economy dropped from \$772.9 billion in 2008 to \$704.4 billion in 2009. To help cultural and heritage tourism attractions survive in a down economy the Heritage Tourism Program has created a survival toolkit at www.preservationnation.org/survival-toolkit, and a new “Survival Boot Camp” has been added to the list of cultural heritage tourism workshops offered by the Heritage Tourism Program.

What publications does the National Trust offer about cultural heritage tourism?

To help communities, regions, and states develop or enhance cultural heritage tourism activities, the National Trust has publications and products, including:

Touring Historic Places

A 16-page guide for group tour operators and managers of historic sites to develop, market, and host group heritage tours. (\$10 plus \$4 S&H)

Share Your Heritage: Cultural Heritage Tourism Success Stories

An 80-page four-color publication featuring cultural heritage tourism success stories from across the country, plus *Stories Across America: Opportunities in Rural Tourism*: a companion 44-page publication of rural tourism success stories. (\$25/pair plus \$5 S&H)

To order:

Send a check to:

National Trust for Historic Preservation, Mountains/Plains Office
535 16th Street, Suite 750, Denver, CO 80202; (303) 623-1504

For credit card orders:

Preservation Books at 202-588-6296 or www.preservationbooks.org

Where can I find more information about the National Trust for Historic Preservation?

For more information about the National Trust for Historic Preservation, or for historic preservation assistance, call (202) 588-6000 or www.PreservationNation.org.

The National Trust headquarters office is located in **Washington, DC**. There are regional offices of the National Trust in **Chicago, IL; Denver, CO; Boston, MA; Charleston, SC; Fort Worth, TX and San Francisco, CA**.

The following is excerpted from: *Writing About Home*, by Jim Heynen, Northwest Writing Institute of Lewis & Clark College, 1991. This booklet can be obtained by contacting The Northwest Writing Institute, Campus Box 100, Lewis and Clark College, Portland, OR 97219, 503-768-6040, cce@lclark.edu. Additional information is available from Jon Barrett, Clearstory Studios, Boise, ID, 208-383-9687, clearstory@cablone.net.

WHAT IS A COMMUNITY ENCYCLOPEDIA?

A community encyclopedia is cooperative project involving researching, writing, compiling, illustrating, editing, and publishing an A through Z community book, with many entries together giving a flavorful representation of a unique geographic and cultural area. A community process results in a community book.

Think of this book as a compendium, a companion, or a guide, with articles on an array of topics to pique the interest of the general reader. The encyclopedic format allows everything from tidbits to serious essays. Some entries can be short, others an in-depth look at a major feature of the community. Topics can include everything from politics, to buildings, events, flora and fauna, geology, economics, and the like; but a good community encyclopedia will have many unexpected entries – ones that could only appear in this particular book. This book will teach and delight, inviting visitors and curious newcomers to understand and enjoy the richness of the place, deepening the appreciation of the community's young people for where they are now, and generally making all residents proud to live there.

IS IT A TOURIST GUIDE?

This book is not a promotional package. It avoids being dated to the extent such promotional packages are dated. For example, it is not an advertising guide to local eateries and motels, though it might have an entry called RESTAURANTS that offers a history of restaurants in the town and gives the reader some notion of the types of cuisines the town has become noted for. Nor is it a People magazine presentation of notable personalities of today. Entries on living people will be rare. For an example, an article on the current mayor or school superintendent might be inappropriate, but an entry called MAYORS might show how the changes in the community have been reflected in the election of mayors. In other words, a community encyclopedia should not be so time-bound that next year half the entries will be inaccurate. It is a timeless portrait.

WHO WRITES THE COMMUNITY ENCYCLOPEDIA?

Different communities may determine who will do the writing in different ways. The project may begin with a group of committed, experienced writers who appoint themselves to most or all of the writing – or it may begin more democratically.

Perhaps the community has some long-time residents who are already the proverbial walking encyclopedias of knowledge, but who have not done much writing. Maybe this is their time. Invite them in. Encourage them to write.

Maybe there are people in the community who have expertise in geology, forestry, farming, business, medicine, or other specialized fields, but who are reluctant to call themselves writers. Encourage them to join and contribute. A supportive audience can do wonders for reluctant writers, and everyone benefits from and respects and expert in any field who is willing to share knowledge.